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AGENDA

Committee POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time of Meeting WEDNESDAY, 13 NOVEMBER 2019, 4.30 PM

Venue COMMITTEE ROOM 4 - COUNTY HALL

Membership Councillor Walker (Chair)
Councillors Berman, Bowen-Thomson, Henshaw, Lister, Mackie and McKerlich

1 Apologies for Absence

To receive apologies for absence.

2 Declarations of Interest

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

3 Minutes *(Pages 3 - 16)*

To approve as a correct record the minutes of the meetings held on 25 September 2019 and 16 October 2019.

4 WAO Annual Improvement Report 2018-19 *(Pages 17 - 60)*

Briefing on the Council's improvement journey to date, looking ahead to tackling major challenges as part of the Capital Ambition Delivery Programme.

5 Customer Leadership *(Pages 61 - 98)*

Monitoring progress of the Customer Services action plan, introduced following an inquiry of the Committee published in 2018.

6 Correspondence *(Pages 99 - 118)*

7 Urgent Items (if any)

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8 Way Forward

To review the evidence and information gathered during consideration of each agenda item, agree Members comments, observations and concerns to be passed on to the relevant Cabinet Member by the Chair, and to note items for inclusion on the Committee's Forward Work Programme.

9 Date of next meeting - 16 December 2019 4.30pm

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 7 November 2019

Contact: Kate Rees,

029 2087 2427, kate.rees@cardiff.gov.uk

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

25 SEPTEMBER 2019

Present: Councillor Walker(Chairperson)
Councillors Berman, Bowen-Thomson, Henshaw, Mackie and
McKerlich

19 : APOLOGIES FOR ABSENCE

Apologies were received from Councillor Lister.

20 : DECLARATIONS OF INTEREST

The following declarations of interest were made in accordance with the Members Code of Conduct:

Mackie Item 4 and 5 Personal Sister is Head of Integrated Care

21 : MINUTES

The minutes of the meeting held on 10 July 2019 were approved by the Committee as a correct record and were signed by the Chairperson.

22 : CAPITAL AMBITION DELIVERY PROGRAMME

The Committee received a report on the governance of the Capital Ambition Delivery Programme.

Members were advised that the Committee at its meeting in May considered a Wales Audit Office (WAO) report published following a review of the governance arrangements for the programme undertaken between September 2018 and March 2019. A key proposal for improvement from the review was that the Council needed to 'strengthen the role of scrutiny in engaging with, and challenging the delivery and impact of, the programme to increase accountability and provide momentum'. In order to address this proposal the Committee was offered a six-monthly overview report.

Members were invited to agree the future format of the six-monthly review report, and the level of information required to allow effective oversight and scrutiny of the programme.

The Chairperson welcomed Councillor Huw Thomas, Leader of the Council; Chris Lee, Corporate Director Resources; Sarah McGill, Corporate Director, People and Communities; and Dean Thomas, Portfolio Manager, Capital Ambition Delivery Programme to the meeting. The Leader was invited to make a statement.

Councillor Thomas stated that the Capital Ambition Delivery Programme underpins the top level ambitions for the administration by delivery of services in the most effective and productive way possible. The Leader considered that the Committee has an early opportunity to shape the content of the programme.

Officers were invited to deliver a brief presentation. The Chairperson invited Members of the Committee to comment, seek clarification or raise questions on the information received. Those discussions are summarised as follows:

- The Committee considered that the report should include an overview of the progress made in relation to the project aims, including timeline and target dates. Officers advised that key milestone dates are included in the reports. Comments on any slippage can be captured and reported. Each programme board has their own 'dashboard' and these include up to date comments on progress and emerging risks. The dashboards are similar in format but are targeted towards individual programmes. Officers asked whether the Committee would prefer to receive reporting on individual programmes or one overarching report.
- Members considered that it was difficult to comment on the format of future reporting because it was not possible to determine the format of the reports as there was no detail included. The Corporate Director Resources stated that officers were intending to build in the detail needed as part of the discussion. Officers accepted the point made. The finalised reports to be presented at the November meeting of the Committee will include full details.
- Members considered that it was critical for scrutiny to be aware of known and emerging risks and what has been learned in terms of those pinch points. Officers advised that these points can be incorporated into the report.
- Officers stated that behind each dashboard there lies considerable amounts of data. The Leader asked whether the Committee would like to receive in-depth level of detail for each project or whether the level of detail provided would be sufficient for scrutiny. Members considered that it was not possible to provide a judgement as there was no quantifiable data provided. The Leader agreed and asked officers to reflect on the Committee's comments.

Members felt that the detailed reports to be presented at the November meeting would give a better indication. The Committee may consider to scrutinise issues further or refer them to another Scrutiny Committee. Officers stated that a high level report on each project and could look in detail at red-rated risks. The Committee considered that learning and critical reflection provided an opportunity outside those red-rated risks. The Committee could choose to 'deep-dive' beyond the visible.

RESOLVED – That the Chairperson writes to the Cabinet Member on behalf of the Committee to convey their comments and observations.

23 : CAPITAL AMBITION DELIVERY PROGRAMME - SMARTER WORKING PROJECT

The Committee received a report on the Smarter Working project which sits within the Service review strand of the Modernisation portfolio.

Members were advised that the Council operates from predominantly fixed desk working, with an element of agile working in some directorates. The Smarter

Working project aims to increase productivity and deliver services more efficiently by making flexible working the favoured option of working styles.

The project mandate makes it clear that implementing Smarter Working will require effective liaison between senior managers, the Strategic Estates and Corporate Landlord functions, ICT, Digital Services and HR People Services.

The outcomes of adopting Smarter Working principles are:

- Greater productivity and services delivered more efficiently
- The costs of environmental impacts are reduced as space is shared and used more intensively
- People have more choice and autonomy about when, where and how they work, supported and connected by effective and appropriate use of technology
- People having an opportunity to lead more balanced and healthy lives

The Chairperson welcomed Councillor Huw Thomas, Leader; Chris Lee, Corporate Director Resources; Phil Bear, Head of ICT, Dean Thomas, Portfolio Manager, Capital Ambition Delivery Programme; and Nicola John, Business Analyst to the meeting. The Leader made a brief statement.

Officers were invited to deliver a presentation. The Chairperson invited the members of the Committee to comment, seek clarification or raise questions on the information received. Those discussions are summarised as follows:

- Members considered that the culture of the authority would be key to delivering smarter working practices. Officers were asked to comment on the culture and whether any external advice has been sought. Officers considered that how managers engage with staff would be key to delivering the project. The Agile Working Policy will be reviewed. In terms of external advice, officers have consulted with HMRC who will be moving to a new headquarters in the City in the near future. HMRC staff will be moving from fixed desks and it was anticipated that lesson will be learned. The HMRC project will take 3 years but the culture of the organisation is very different to that of the Council.
- Moving forward the project will be internally led with no external engagement. The Corporate Director Resources advised that there would be a greater emphasis place on outcomes. The challenge is not only around providing new technologies but in changing working practices.
- Members agreed that changing the culture of the organisation was crucial. Members asked what was being done to lead the change necessary and what lessons can be shared. The Corporate Director agreed that language, culture and branding were important elements to the transformation if we want staff to positively engage in the process. Members considered that it would be useful, therefore, to have milestones built in that demonstrate how staff are 'buying-in' to the process.
- Members considered that some staff will adapt to smarter working practices, whilst others may struggle. There may be a reason why some members of staff choose not to stay at home and this will need to be recognised. Officers stated

that staff will have a choice. Service areas will be consulted and will have an opportunity to shape how they want to work. There will be a variety of locations and 'touchdown points' across the City.

- The Committee recognised that there will be some positives to flexible working, but there may also be some downsides which must be guarded against. For example, it may be possible that some staff lose contact with their Teams and this may be demoralising. Officers advised that this issue has been considered. Employees will be able to spend time in the office if they choose to do so and managers must recognise the level of contact needed.
- Members asked whether staff who chose to work from home will be entitled to claim back tax and whether staff will be given any guidance regarding this. Officers indicated that though this entitlement has applied to permanent home workers the HMRC position has possibly changed. Officers gave an undertaking that they would seek clarification and report back to the Committee regarding this. As the Smarter Working Project will centre on flexibility rather than fixed homeworking, different rules may apply.
- A Member raised concerns that staff who choose to work from home will incur additional expenses such as the cost of broadband provision and heating/lighting and that this would amount to a small pay cut. The Corporate Director Resources indicated that the focus of the Smarter Working project would be on those staff who are agile and use touchdown points infrequently, rather than specifically homeworking. The Leader considered that any additional expense incurred may be offset by not having to commute.
- Members asked whether smarter working would have a positive impact in terms of sickness absence levels. The Corporate Director Resources advised that there was clear evidence that sickness absence improved. During the heavy snowfall in the winter of 2017 some service areas were impacted less and had fewer absences. Approximately 1500 staff were able to connect to Council ICT infrastructure during the event.
- Members asked whether the ICT infrastructure capacity was in place. The Head of ICT stated that the building blocks were in place. At present there was a 60/40 split between fixed and mobile devices. The authority would need to move to a position where mobile devices are provided by default. The authority is well-served by Wi-Fi and 260 Council buildings are Wi-Fi-enabled. The print smart project has provided 149 printers in 61 locations.
- The Committee asked whether the employer would be prepared to meet or help with the cost of broadband installation. The Head of ICT stated that the cost of broadband is coming down. 97% of the City has superfast broadband coverage. The authority is not looking to meet these costs.
- Members were advised that as part of the roll out of smarter working principles in Social Services, touchdown sites were assessed against 45 criteria. Examples were leisure centres, hubs and schools. The facilities were put on a map and staff were provided with a list of the facilities available at each site.

- A Member asked whether the authority would have fewer buildings in the future as a result of smarter working, or would they be looking to deliver services with fewer staff. The Corporate Director Resources stated that the cost benefit would be opportunities around the use of space. The project was not aiming to reduce staffing levels but to be more efficient. There was a need to ensure that there is sufficient capacity in hubs etc and a booking system is being piloted at present. It was evident that there would be an opportunity not only to rationalise office space, but also to provide a better work/life balance for staff and better services to customers. The Head of ICT stated that the smarter working project is also aiming to leverage existing spending and utilise assets better.
- Members asked whether improvements in productivity would lead to lower staff numbers if achieved. The Corporate Director Resources stated that improvements in productivity may also lead to improvements in services and less reliance on agency staff.
- A Member asked what training has been provided to address inclusion issues and staff with specific needs, and what lessons have been learned to date. The Corporate Director welcomed the point made and advised that this issue will be considered. Officers stated that both accessibility and equality issues will be picked up as part of the review of the project. It was suggested that this issue may merit further scrutiny.
- The Committee considered that managers will need to be more creative and flexible. The roles of staff will be redefined and outputs clarified. Mechanisms will be required to measure the outcomes and this will require a different set of skills for managers. This would provide a challenge for managers. A Member commented that in their experience of flexible working managers struggled with put in place a monitoring system. Consideration should be given to building this in. The Corporate Director Resources stated that some activities are more measurable and can be clearly monitored. Members felt that team meetings and 'one to ones' were still needed.
- Members asked whether there were any collaborative opportunities with statutory partners or 3rd sector organisations with a view to sharing touchdown points, etc. The Leader advised that there were opportunities and these are being explored.

RESOLVED – That the Chairperson writes to the Cabinet Member on behalf of the Committee to convey their comments and observations.

24 : ANNUAL WORK PROGRAMMING 2019-20

The Committee considered items for the 2019/20 Work Programme. Members were asked to note the list of major issues for possible inclusion in the Work Programme. The Principal Scrutiny Officer provided an explanation of how the list was devised.

Members were requested to email the Principal Scrutiny Officer providing their assessment of the topics to be included on the Work Programme by 2 October 2019.

The Principal Scrutiny Officer agreed to circulate proposed dates for the Committee's Performance Panel to Members.

25 : FORWARD WORK PROGRAMME

The Forward Work Programme was noted.

26 : CORRESPONDENCE

The Committee correspondence was noted.

27 : URGENT ITEMS (IF ANY)

No urgent items were presented.

28 : DATE OF NEXT MEETING

The next meeting of the Committee will take place on 16 October 2019 at 4:30pm.

29 : CORRESPONDENCE FOLLOWING THE COMMITTEE MEETING

The meeting terminated at 7.00 pm

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

16 OCTOBER 2019

Present: Councillor Walker(Chairperson)
Councillors Berman, Bowen-Thomson, Henshaw, Lister, Mackie
and McKerlich

31 : APOLOGIES FOR ABSENCE

None received. It was noted that there were two vacancies remaining on the Committee.

32 : DECLARATIONS OF INTEREST

None received.

33 : BREXIT

The Chairperson advised Members that, in line with this Committee's responsibility, this item would update the Committee on the Council's preparedness for a 'No-Deal' Brexit, and the implications for Council Services and address the implications of a No-Deal exit from the European Union (EU), including areas of interest such as:

- business continuity plans;
- emergency planning arrangements;
- resilience of the supply chain; and
- the EU settlement scheme.

The Chairperson welcomed Councillor Huw Thomas, Leader; Paul Orders, Chief Executive; Gareth Newell, Head of Performance & Partnerships; and Gavin Macho, Principal Emergency Planning Manager to the meeting.

The Chairperson invited the Leader, Councillor Huw Thomas to make a statement in which he said that this was a moving feast, it was important too refresh how the Council engages with a possible No Deal Brexit. It was also important to plan, prepare and respond to any kind of Brexit. The issues had been discussed at the PSB; and No Deal Brexit was on the Council's risk register. The headline issues were UK Settlement Scheme; Hate Crime Concern; Labour Market Issues and Structural Funds.

The Chief Executive gave a presentation after which the Chairperson invited questions and comments from Members;

Members asked if Business Continuity had been updated and if it was larger in scope. Members were advised that the Council's Business Continuity Officer talks to each director, has spoken to supply chains and identified specific Brexit risks, and has received written reassurance on everything that is known. Officers are confident and have received highest level assurances in relation to Fuel/Gas/Electricity. There was a need to reassure Cardiff citizens and manage the situation in a sensible, pertinent way. Members were advised that there may be a possibility of fresh food

stock shortages, but this has been looked at in relation to Schools and Meals on Wheels etc. and suitable frozen alternatives can be used if needed.

Members noted that the Council cannot control panic buying and asked if a communications system has been set up to deal with this. Officers advised that the Councils communication officer was engaged in, sending out reassuring messages on social media. The Local Resilience Forum also has a communications function, and the Councils communication officer was part of this and would reinforce the positive messages going forward.

Members referred to the proportion of staff in social services that are EU Nationals, and that in addition to existing vacancies there could be a potential risk to sustaining services going forward. The Leader agreed that it was very depressing reading but there was professional preparation taking place. He added it was a difficult question to answer as there was no definitive view of the future immigration relationship with EU and Non EU Countries. There was talk of trade deals but it was likely these would come with caveats. He stated that it was difficult for the Council to take a long term view of employment but it was important to look to develop Cardiff's workforce through the Into Work scheme. He stated it feel like grasping in the dark.

Members noted that the preparations outlined were pragmatic and should be monitored closely. Members considered there would be an effect on the Council's closely balanced budget and there may be a need to cut spending plans. The Leader stated that the currency situation is affecting the bottom line already, he added that there are opportunities in uncertainty but these are outweighed by risk factors, especially currency fluctuation.

Members asked when information is going to be given to people as they are already concerned, and asked if officers were waiting until 31 October. The Chief Executive advised that there was always an issue with significant national campaigns, they needed to be supplemented with local information, for example the EU Settlement Scheme, there has been low take up. Also with business in relation to trade/export regimes and what disruption a No Deal Brexit would have on such a rules based environment; there needed to be quality information. Officers added that this was a frequent discussion – to alert and not alarm people; this was difficult to do and there was no simple answer. Officers reassured Members that everybody has prepared and all the known unknowns were dealt with. The Leader explained that there had been discussions at PSB and there was assuring narrative from different public sector partners. Members considered this a consistent and sensible approach and were keen that schools were involved too.

In relation to the EU settlement scheme (EUSS), Members asked about the potential implications of not signing up and asked what was being done in terms of community engagement. Officers explained that the Community Cohesion team were engaging with the migrant population and events had been promoted to inform people of the EUSS. Officers added that staff are aware of the people who need to apply to the scheme; there are a range of providers and different levels of support depending on the complexity of the case. National Insurance data was being used for targeted leaflet drops and there were discussions with migrant business owners. This information is fed back to the Welsh Government; the deadline is the end of December 2020 if there is a deal; if no deal then this would be more restrictive. The

most recent data showed that in the whole of Wales there had been 30k so far with 10k being in the last month.

Members asked, of the 30k who had applied so far, if they had all been granted. Officers only had the UK wide information, which showed that 60% were at settlement stage and 40% at pre-settlement stage; those at the pre-settlement stage can apply for settlement later.

Members asked how long the Business Continuity Emergency Plan would be in force for. Officers advised that all Senior Management Team are on the rota; it would go on for as long as it needs to. There would be a Gold Officer on rota every week with a specific Silver officer dedicated to Brexit. Officers are briefed and are to look out for loss of service. Information is sent to the Local Resilience Forum, then to Welsh Government, then to London to process for National Trends. Officers would look to see if businesses are still running, how the most vulnerable are affected and how this can be addressed. Members were assured that officers in Cardiff are used to dealing with Major Events and skills learnt will apply to potential issues with No Deal Brexit, for example logistics skills.

Members sought information on what the Council has spent on preparing for Brexit. The Chief Executive advised that the preparations have been undertaken overwhelmingly within existing resources, with some allocation of resource from Welsh Government, for example the Brexit Co-ordinator role; there have been budget impacts across the Council but there was no specific figure. The Leader stated that when things have settled, an exercise would be undertaken to establish costs.

RESOLVED: The Committee AGREED that the Chairperson writes to the Cabinet Member on behalf of the Committee to convey their comments and observations.

34 : BUDGET CONSULTATION 2020-21

The Chairperson advised that this item would give Members the opportunity to consider and comment on the methodology under development for the 2020 budget consultation, Changes for Cardiff. Last December the Committee considered the Council's approach to budget consultation, following which Committee made representation to the Cabinet that there was opportunity for improvement.

The Chairperson welcomed Councillor Chris Weaver, Cabinet Member for Finance, Modernisation & Performance; Chris Lee, Corporate Director Resources, Gareth Newell, Head of Performance and Partnerships and Sian Sanders, Operational Manager, Cohesion and Community Engagement to the meeting.

The Chairperson invited Councillor Weaver to make a statement in which he said that he had received helpful comments from Scrutiny Committees last year; he had met with Scrutiny Chairs, the methodology had been developed along with proposals for the consultation.

Members were provided with a presentation after which the Chairperson invited questions and comments from Members;

Members noted that it was the case that scrutiny and Members are not consulted until after publication of consultation documents, giving the example of the Ask Cardiff Residents survey; and asked how this could be avoided and how scrutiny could feed into the process earlier. Officers advised that in relation to Ask Cardiff, that would be brought back in the spring or summer next year for review. For general consultations officers agreed that they would be happy for Scrutiny to review them before they are finalised. In relation to the Budget Consultation, officers advised that this was tricky as decisions are taken quite late in the timescale; there had been early discussion around the methodology but due to a late settlement timescales would be delayed. Members suggested a draft could be brought to the next committee meeting if the agenda allows, or Officers could circulate a draft to Committee Members for comment.

Members welcomed the mixed methodologies and asked if previous response rates have been looked at. Officers advised that they are using more resource intensive methods to engage those cohorts with low response rates. Officers stated that a review at the end of the process will be very important, and for example examine venues for future consultations.

Members considered that often the budget seems a fait accompli and it would be better to have some flexibility at the engagement stage for anything that widely crops up, and have the opportunity to change it. The Cabinet Member stated that it is always difficult and it can generate very strong feelings. Very specific budget proposals need consultation in themselves; it is important to gain the views of public priority areas over the years, although it is always a challenge. Officers stated that the timing of the Ask Cardiff survey for November had been helpful as views on services would feed into the budget consultation in the new year. Officers agreed to share some initial responses from the Ask Cardiff Survey with Committee before Christmas.

Members asked how Officers intended to evaluate responses from hard to reach groups; whether they would be taken in the round or looked at specifically. Officers advised that the research team would be mindful of this when looking at the results, they would consider the nuanced layered picture of different residents, different wards etc. Officers recognised the need for more in depth focus groups or one to ones. There would be a mix of granular and top level findings to identify disparity in the bigger picture.

Members asked how the demographics had been defined. Officers explained that they had been identified through a standard equalities monitoring question which is at the end of all surveys. Members asked if Officers look outside of this area, for example homeless people and other sections of community. Officers explained that they had worked with the Third Sector previously and looked at sub-demographic groups such as Ethnic Minority Women, Asylum Seekers etc. so they have the ability to do this.

RESOLVED: The Committee **AGREED** that the Chairperson writes to the Cabinet Member on behalf of the Committee to convey their comments and observations.

The Chairperson advised that Committee would now consider an update on the Council's financial monitoring position at month 4 of 2019/20. Members were reminded that the Report was presented to Cabinet on 26 September 2019; it had been agreed that all directorates currently reporting overspends should put in place action plans to reduce their projected overspends.

Managers of two services with notable overspends had been invited to join the witness panel, David Lowe in respect of Facilities Management and Stephen Melhuish in respect of Fleet Management.

The Chairperson welcomed Councillor Chris Weaver, Cabinet Member, Finance, Modernisation and Performance; Chris Lee, Corporate Director Resources, Ian Allwood, Head of Finance; David Lowe, Operational Manager, Facilities Management; and Stephen Melhuish, Transport Manager to the meeting.

The Chairperson invited questions and comments from Members;

Members noted that the figures at Month 4, which is only 5/6 months after the budget was passed, are already showing a 6.29million shortfall projection and asked if the budget was already out of kilter. The Cabinet Member stated that there were quite a few reasons for this; a large proportion was Social Services, many proposals were based on deflecting demand, but it is a needs led service and demand was higher than anticipated. There were also waste management issues, external factors such as the recycling market and internal factors such as review of management. Overall there was a 325k projected overspend, but it was noted that Directorate overspends are very significant.

Members considered that with so many unknowns in social services, and not being able to predict demand, then it may be better to not propose savings. They suggested looking at the pattern of social services spending rather than relying on the Director of Social Services when under pressure to make savings. Officers explained that there are some areas in social services that can be predicted but many that cannot, such as sibling groups of looked after children, where a small change can have a significant impact on the budget. Month 4 is meant to identify pressures, push for action and to mitigate; Officers have been able to bring the overall position very close and will continue to do so despite the volatility in Social Services. When asked about using trends instead of predicting unknowns, officers stated that they can't predict the trends, they are working very hard to produce a robust budget strategy which would be debated by Members in the next few months; Officers reiterated that they recognise the challenges.

Members noted that just under one third of savings agreed in the budget are not going to be achieved; this has been the case for the last few years and Members asked if lessons were being learned. Members considered that Planning Transport and Environment (PTE) seemed to have lost control of its budget in many ways such as waste and fleet management; advice given to Councillors about what savings could be achieved has not born out and a discussion took place around using contingency versus robust savings proposals. The Cabinet Member responded saying that the issues with overspends in social services is a national issue and

Members were encouraged to attend an arranged Members briefing on this. The Cabinet Member added that one child can bring a budget of six figures, and a sibling group significantly more. He accepted that more must be done and the strategic plan needs scrutiny.

With regards to PTE, the Cabinet Member noted that the savings put forward had not been achieved, in some cases in full; he considered this was an area of great concern and he wanted a more detailed planning stage, to nail proposals down and follow them through. He noted that PTE management was under review and currently in transitional arrangements. In relation to the use of contingency, the Cabinet Member stated that it is getting harder to make savings and deal with events as the ability to absorb overspends has gone. He added however that the Council has saved millions over the years and mostly services to the public had been unchanged. When such savings are made in, for example, Leisure the saving is banked and then doesn't help in the years to come; for cumulative savings there is an element of risk that you have to bear.

Members discussed the fact that the Month 4 figures go up until the end of July, it was now October so the figures were historic. Members asked for the current figures and were advised that as there had been the summer recess, these figures were being worked on and would go to Cabinet shortly. Members considered it was important to see how PTE are doing and monitor the shortfall on a more rapid basis to ensure more control.

In relation to Facilities Management specifically, Members were informed of the various ways in which they were trying to make efficiencies such as the security arm going to the ARC, Brindley Road security being replaced by technology at the ARC, and that there would be opportunities going forward with the consolidation of core buildings. Members were concerned that there was no money in the budget for these things to happen. Officers stated that the overspend was around £500k and was due to increased security and energy costs. Officers stated that security provided in core building depends on operational requirements.

Members asked if the increase in energy costs was due to increased usage or a worse energy deal than expected. Officers advised that the energy team had transferred into the Corporate Landlord area to improve the focus, there was a need to improve the management of energy in buildings but it was probably a combination of both.

Members were advised that the overspends in security were 200k and Energy was 180K, when asked why the security costs were higher than budgeted, officers stated it was due to the trading and client accounts and making efficiencies; Officers conceded that it was a challenge and they would focus on this.

In relation to Fleet Services specifically, Members were informed of the background of having to take on the refuse fleet and maintenance. Members were advised that current figures were an improved picture from Month 4.

Members noted that last year the Committee had scrutinised the failure of the contractor and what was budgeted last year should have been included this year. The Corporate Director Resources advised that he currently supports Stephen

Melhuish in CTS; he stated that the utilisation target was extremely hard to achieve, it is badged as CTS but is across the Council and relates to the utilisation of all vehicles. This needed to be added into the budget strategy going forward. He added that he will be creating a group across the Authority looking at vehicle utilisation. There could be savings by reducing the number of vehicles in stock, looking at purchase versus lease and electric vehicles.

Members considered that this level of challenge needs to be done outside of Committee at senior management level.

RESOLVED: The Committee AGREED that the Chairperson writes to the Cabinet Member on behalf of the Committee to convey their comments and observations.

36 : FORWARD WORK PROGRAMME

RESOLVED to agree the provisional agenda items for November and December 2019.

37 : CORRESPONDENCE

RESOLVED to note correspondence between the Committee and the Cabinet.

38 : URGENT ITEMS (IF ANY)

The Chair wished to make two announcements.

Committees work programming discussions included scoping more in depth work on the challenges faced by Waste Management, jointly with the Environment Scrutiny Committee. Both Committees have been offered an informal briefing by the Cabinet Member and senior officers, to facilitate a scoping discussion. The Chair confirmed that this will go ahead on Tuesday 5th November 2019. The meeting is forecast to last around one and a half to two hours, 4.30pm – 6pm.

Secondly, for those Members who are keen to participate in the work of the Committee's Performance Panel, the Committee's support officer would shortly be seeking Members availability for a meeting in late November/early December. This is an additional meeting of the Panel that includes all Scrutiny Chairs, to consider a half year review of performance against Corporate Plan targets.

39 : DATE OF NEXT MEETING

13 November 2019 at 4:30pm

The meeting terminated at 7.30 pm

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

13 November 2019

WALES AUDIT OFFICE: ANNUAL IMPROVEMENT REPORT 2018-19

Reason for the Report

1. To provide an opportunity for the Committee to consider the Wales Audit Office (WAO) Annual Improvement Report 2018-19, attached at **Appendix A**, and the Auditor General for Wales' judgement in respect of Cardiff Council.

Structure of the Papers

2. For clarification the papers appended to this cover report that support consideration of this item are as follows:

Appendix A – Annual Improvement Report 2018-19

Appendix 1- Status of the WAO report

Appendix 2 - Annual Audit Letter – 2018-19

Appendix 3 – National report recommendations 2018-19

Background

3. The Terms of Reference of the Policy Review and Performance Scrutiny Committee confer responsibility for scrutiny, monitoring and review of the overall operation of Cardiff's Programme for Improvement.

4. The Local Government Measure (2009) requires the Auditor General to audit the improvement planning and reporting arrangements of all Welsh councils, to assess whether each authority will meet its statutory continuous improvement duties.
5. This WAO Annual Improvement Report summarises the audit work undertaken within Cardiff Council since the last such report was published in 2018, and includes the outcome of the WAO improvement assessment work at all Welsh councils (at **Appendix 3 of Appendix A**)
6. The Auditor General is able to:
 - a. Make proposals to the Council for improvement;
 - b. Make formal recommendations for improvement;
 - c. Conduct a special inspection;
 - d. Recommend to Welsh Government Ministers that they intervene.
7. This year there were nine audit, regulatory and inspection pieces of work carried out since the last Annual Improvement Report, as follows:
 - a. An **Assurance and Risk Assessment** project to identify the level of audit assurance and/or where further audit work may be required in future years. Following this assessment the Auditor General has highlighted reviews of *financial sustainability*; *waste management*; and *social services budget and cost pressures*. (February 2019).
 - b. An examination of the extent to which the Council has acted in accordance with the sustainable development principle of the **Well-being of Future Generations Act (Wales) 2015 (WFG Act)** in developing and launching a new Transport and Clean Air Vision for the City. (July 2019)
 - c. The **Annual audit letter 2017-18** to the Leader summarising the key messages arising from the Auditor General's statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the Code of Audit Practice, published in November 2017. The

Annual Audit Letter can be found at Appendix 2 of Appendix A.
(December 2018)

- d. **Delivering Capital Ambition.** A review of the development and implementation of the Delivering Capital Ambition programme to provide assurance that the Council has suitable arrangements to enable it to address its financial and organisational challenges. (April 2019).
 - e. **Corporate Safeguarding Arrangements.** A review of the effectiveness of corporate safeguarding arrangements (June 2019)
 - f. **Environmental Health.** A review of the arrangements the council has put in place to deliver environmental health services.
(September 2019)
 - g. **Welsh Housing Quality Standard review (WHQS)** reviewing arrangements in place to enable the Council to maintain the Welsh Housing Quality Standard (WHQS) and address the number of acceptable fails. (October 2018)
 - h. **Wales Audit Office annual improvement plan audit.** A review of the Council's published plans for delivering on improvement objectives.
(April 2019 & June 2018).
 - i. **Wales Audit Office annual assessment of performance audit.** A review of the Council's published performance assessment. (August 2019 & November 2018)
8. In addition Care Inspectorate Wales published its assessment of the performance of adult and children's services and how it plans to review performance in the coming year in June 2019.
9. Over the year, Cardiff Council did not receive any formal recommendations following the above work, but it did receive a number of proposals for improvement, which can be found on **pages 6-8 of Appendix A**. The Council's progress will be monitored against these proposals for improvement, and against relevant recommendations made in WAO's national reports.

Wales Audit Office Findings

10. The Auditor General sets out in the WAO Annual Improvement Report 2018/19 that *“the Council is meeting its statutory requirements in relation to continuous improvement but faces challenges going forward’ and he believes that the Council is likely to comply with the requirements of the Local Government Measure (2009) during 2019-20’.*

11. In addition to the bespoke inspections to Cardiff listed above, WAO published nine National audits and inspections carried out during the year as follows:

- Procuring Residual and Food Waste Treatment Capacity
- Local Government Services to Rural Communities
- Waste Management in Wales: Municipal Recycling
- Provision of LG Services to Rural Communities: Community Asset Transfer
- The maturity of local government in use of data
- Waste Management in Wales: preventing waste
- The effectiveness of local planning authorities in Wales
- The front door to adult social care

12. Further details of the recommendations within each of the above reports can be found at **Appendix 3 of Appendix A (pages 22-38).**

Way Forward

13. To facilitate the scrutiny, in attendance will be, Cabinet Member Finance, Modernisation & Performance, Councillor Chris Weaver; Chief Executive, Paul Orders; Corporate Director Resources, Chris Lee; and Head of Performance and Partnerships, Gareth Newell.

14. In line with its Terms of Reference to scrutinise the Council's Programme for Improvement the Committee is invited to consider the WAO Annual Improvement Report 2018/19, and internally challenge how effectively the Council is preparing for improvement. Members will receive a verbal update from the Chief Executive, looking ahead at tackling the challenges and proposals for improvement identified by the Auditor, and specifically the future of the Capital Ambition Programme in addressing the proposals to strengthen scrutiny and management arrangements of the Programme and link it to the Medium Term Financial Plan.

Legal Implications

15. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers 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 fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances

Financial Implications

16. 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.

RECOMMENDATIONS

The Committee is recommended to:

- I. consider the Wales Audit Office Annual Improvement Report 2018-19;
- II. ensure that key issues highlighted during the scrutiny inform the Committee's Work Programme for 2019-20 ; and
- III. report any concerns, observations and recommendations to the Cabinet.

Davina Fiore

Director Governance & Legal

7 November 2019



WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Annual Improvement Report

Cardiff Council

Issued: October 2019

Document reference: 1519A2019-20

This Annual Improvement Report has been prepared on behalf of the Auditor General for Wales by Samantha Clements and Sara-Jane Byrne under the direction of Huw Rees.

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The Auditor General is independent of government, and is appointed by Her Majesty the Queen. The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office Board, which is a statutory board established for that purpose and to monitor and advise the Auditor General. The Wales Audit Office is held to account by the National Assembly.

The Auditor General audits local government bodies in Wales, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils. He also conducts local government value for money studies and assesses compliance with the requirements of the Local Government (Wales) Measure 2009.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Assembly Commission and National Health Service bodies in Wales.

The Auditor General and staff of the Wales Audit Office aim to provide public-focused and proportionate reporting on the stewardship of public resources and in the process provide insight and promote improvement.

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

This document is also available in Welsh.

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Summary report

2018-19 performance audit work

- 1 To decide the range and nature of the work we would undertake during the year, we considered how much we already know from all previous audit and inspection work and from other sources of information including Cardiff Council's (the Council) own mechanisms for review and evaluation. For 2018-19, we undertook improvement assessment work; an assurance and risk assessment project and work in relation to the Wellbeing of Future Generations Act at all councils. At some councils, we supplemented this work with local risk-based audits, identified in the Audit Plan for 2018-19.
- 2 The work carried out since the last Annual Improvement Report (AIR), including that of the relevant regulators, is set out in [Exhibit 2](#).

The Council is meeting its statutory requirements in relation to continuous improvement but faces challenges going forward

- 3 Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure (2009) during 2019-20. However, the Council recognises that it faces some key challenges particularly in relation to its financial position and the significant level of savings it needs to achieve over the medium term.

Recommendations and proposals for improvement

- 4 Given the wide range of services provided by the Council and the challenges it is facing, it would be unusual if we did not find things that can be improved. The Auditor General is able to:
 - make proposals for improvement – if proposals are made to the Council, we would expect it to do something about them and we will follow up what happens;
 - make formal recommendations for improvement – if a formal recommendation is made, the Council must prepare a response to that recommendation within 30 working days;
 - conduct a special inspection, publish a report and make recommendations; and
 - recommend to ministers of the Welsh Government that they intervene in some way.

- 5 During the course of the year, the Auditor General did not make any formal recommendations. However, we have made a number of proposals for improvement and these are repeated in this report. We will monitor progress against them and relevant recommendations made in our national reports ([Appendix 3](#)) as part of our improvement assessment work.

Audit, regulatory and inspection work reported during 2018-19

Exhibit 1: description of the work carried out since the last AIR, including that of the relevant regulators, where relevant.

Issue date	Brief description	Conclusions	Proposals for improvement
February 2019	<p>Assurance and Risk Assessment</p> <p>Project to identify the level of audit assurance and/or where further audit work may be required in future years in relation to risks to the Council:</p> <ul style="list-style-type: none"> • putting in place proper arrangements to secure value for money in the use of resources; • putting in place arrangements to secure continuous improvement; and • acting in accordance with the sustainable development principle in setting wellbeing objectives and taking steps to meet them. 	<p>Arising from this project we identified the following topics for inclusion in our audit programme at the Council for 2019-20:</p> <ul style="list-style-type: none"> • A review of the Council's financial sustainability (national themed review across 22 councils); • A review of waste management/recycling; • A review of Social Services budget and cost pressures; and • Well-being of Future Generations Act (Wales) 2015 (WFG Act) examinations. 	None.

Issue date	Brief description	Conclusions	Proposals for improvement
July 2019 Our report is available here on our website	Well-being of Future Generations Act (Wales) 2015 (WFG Act) examinations Examination of the extent to which the Council has acted in accordance with the sustainable development principle in developing and launching a new Transport and Clean Air Vision for the City, a step the Council is taking to meet its wellbeing objectives.	The Council has incorporated the sustainable development principle in its approach to developing the vision for Transport and Clean Air in Cardiff. The Council now needs to embed a consistent understanding and application of the principle and five ways of working in its endeavours to improve outcomes for its citizens.	None
December 2018	Annual audit letter 2017-18 Letter summarising the key messages arising from the Auditor General's statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the Code of Audit Practice. The Annual Audit Letter is in Appendix 2 of this report.	<ul style="list-style-type: none"> • The Council complied with its responsibilities relating to financial reporting and use of resources; • I am satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources; and • My work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2018-19 accounts or key financial systems. 	None
Local risk-based performance audit			

Issue date	Brief description	Conclusions	Proposals for improvement
<p>April 2019</p> <p>A copy of our report is available here on our website.</p>	<p>Delivering Capital Ambition</p> <p>A review of the development and implementation of the Delivering Capital Ambition programme to provide assurance that the Council has suitable arrangements to enable it to address its financial and organisational challenges.</p>	<p>The Council has sound programme management arrangements in place for its Capital Ambition Delivery Programme, but it needs to strengthen engagement with scrutiny and links to its medium term financial plan.</p>	<p>P1 The Council needs to strengthen the role of scrutiny in engaging with, and challenging the delivery and impact of, the Programme to increase accountability and help provide momentum.</p> <p>P2 The Council would benefit from a review of the Capital Ambition Delivery Programme management arrangements alongside others that support delivery of the Corporate Plan such as the Directorate Delivery Plans.</p> <p>P3 The Council could do more to assess the extent to which the Capital Ambition Delivery Programme is contributing to the achievement of the Council's £91m savings target and make links to the medium term financial plan.</p>
<p>June 2019</p> <p>A copy of our report is available here on our website</p>	<p>Corporate Safeguarding Arrangements</p> <p>Review of the effectiveness of corporate safeguarding arrangements building on the study</p>	<p>The Council has been slow to implement a number of our previous recommendations and proposals for improvement, but has made progress in recent months. We have identified some further proposals for improvement to strengthen aspects of the Council's safeguarding arrangements.</p>	<p>P1 The Council should improve its approach to safeguarding training in the following ways:</p> <ul style="list-style-type: none"> • get staff through mandatory safeguarding training more quickly and take forward the

Issue date	Brief description	Conclusions	Proposals for improvement
	previously undertaken by the Auditor General in this area.		<p>work identified by the Corporate Safeguarding Board to collate a percentage breakdown of safeguarding training compliance within each Council Directorate;</p> <ul style="list-style-type: none"> • ensure it centrally collates safeguarding training records for those staff and volunteers who have had face to face safeguarding training as well as the e-learning safeguarding training; • clarify when mandatory safeguarding training for staff and members needs to be refreshed; • consider ways in which it could extend its safeguarding training offer, for example building on the planned Child Sexual Exploitation awareness training to be given to taxi drivers, and to provide safeguarding training to (for example) those

Issue date	Brief description	Conclusions	Proposals for improvement
			<p>working in the night time economy; and</p> <ul style="list-style-type: none"> • accelerate the mandatory completion of Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 (VAWDASV) training. <p>P2 The Council's corporate safeguarding intranet pages could be strengthened by providing:</p> <ul style="list-style-type: none"> • a link to the Corporate Safeguarding Policy; • information on the lead officer for corporate safeguarding, the lead member for corporate safeguarding and the Corporate Safeguarding Board; and • information on where to report concerns or to find out further information. <p>P3 The Council should strengthen its Recruitment and Selection Policy in</p>

Issue date	Brief description	Conclusions	Proposals for improvement
			<p>relation to safeguarding and safe recruitment.</p> <p>P4 The Council should strengthen its safeguarding contractual provisions by being more explicit about its safeguarding training requirements.</p> <p>P5 The Council should ensure it is able to record and monitor volunteer information centrally, including any training records and Disclosure and Barring Service checks for volunteers.</p>
<p>September 2019</p> <p>A copy of the report is available here on our website</p>	<p>Environmental Health</p> <p>Review of the arrangements the council has put in place to deliver environmental health services building on the study previously undertaken by the Auditor General as part of the 'delivering with less' themed studies.</p>	<p>The shared regulatory services (SRS) model is enabling the Council to sustain its delivery of environmental health services in a context of reducing resources and additional responsibilities placed on it by ongoing changes in legislation. There is scope for the Council to strengthen its independent oversight and assurance arrangements in relation to the SRS and work with SRS partners to explore opportunities for future improvement.</p>	<p>P1 The Council should subject any future changes to environmental health services to a more rigorous analysis of costs, benefits and impacts.</p> <p>We found some evidence of cost/benefit/impact analysis being performed to enable decision-making around savings and changes to services.</p> <p>However, whilst some consideration was given to the impact of staffing restructuring over the period between 2018-2021, officers and members acknowledged that the real impact of this will be largely unknown</p>

Issue date	Brief description	Conclusions	Proposals for improvement
			<p>until £498,000 of savings begin to take effect.</p> <p>P2 The Council should investigate further possibilities for commercialisation and income generation for environmental health services in order to provide additional financial capacity if funding reduces in the future.</p> <p>P3 When considering how environmental health services may need to change in the future, the Council should ensure that the distinction between statutory and non-statutory services is clearly documented and understood by decision-makers. This will help to ensure that statutory responsibilities and powers are weighed and prioritised appropriately alongside discretionary services.</p> <p>P4 The Council should introduce greater independent challenge of the level and quality of services provided by the SRS under the Joint Working Agreement.</p> <p>P5 The Council should work with SRS to undertake a review of business</p>

Issue date	Brief description	Conclusions	Proposals for improvement
			<p>continuity and succession planning arrangements in relation to the SRS to mitigate the risk of overreliance on key individuals, such as the Head of SRS and operational managers.</p> <p>P6 The Council should strengthen elected member oversight of its environmental health services, for example through more regular scrutiny of services provided by third parties including the SRS.</p> <p>P7 The Council should consider introducing more structured and targeted development and training opportunities for relevant members, which may be beneficial in the event of changes in personnel and in areas experiencing changes in environmental health legislation, e.g. air pollution/food safety/ infectious diseases.</p> <p>P8 The Council should more clearly link any future decisions on changes to service levels to an assessment of impact on relevant stakeholders, including service users and residents. Whether consultation is necessary, and the most appropriate</p>

Issue date	Brief description	Conclusions	Proposals for improvement
			<p>means of consulting should be decided on a case-by-case basis. However, where changes are likely to impact service users, businesses and local residents, they should be aware of and consulted on these decisions.</p> <p>P9 The Council needs to build on initiatives, such as the Noise app, to ensure that future funding reductions can be mitigated by innovation and transformation in service delivery and that environmental health services are able to benefit from new technologies.</p>
<p>October 2018</p> <p>Our report is available here on our website</p>	<p>Welsh Housing Quality Standard review (WHQS) including tenants' views</p> <p>A review of the arrangements in place to enable the Council to maintain the Welsh Housing Quality Standard (WHQS) and address the number of acceptable fails.</p>	<p>The Council met the Welsh Housing Quality Standard in 2012, and its arrangements to maintain compliance with the WHQS are effective and making a positive difference to residents' lives:</p> <ul style="list-style-type: none"> the Council's approach to the WHQS is well-integrated into its strategic housing function; the Council has comprehensive information on the condition of the whole of the housing stock to direct investment priorities; 	<p>None</p>

Issue date	Brief description	Conclusions	Proposals for improvement
		<ul style="list-style-type: none"> • the Council has a financed and deliverable programme for the repair and improvement of the housing stock including addressing acceptable fails; • the Council has effective arrangements to monitor and scrutinise its progress to maintain the WHQS and has learnt from its progress to date; • the Council has a strong customer care focus to the way it interacts with its tenants; and • the Council's integrated approach to the WHQS is making a positive difference to the lives of its housing tenants. 	
Improvement planning and reporting			
April 2019	Wales Audit Office annual improvement plan audit Review of the Council's published plans for delivering on improvement objectives.	The Council has complied with its statutory improvement planning duties.	None
August 2019	Wales Audit Office annual assessment of performance audit Review of the Council's published performance assessment.	The Council has complied with its statutory improvement reporting duties.	None

Issue date	Brief description	Conclusions	Proposals for improvement
June 2018	Wales Audit Office annual improvement plan audit Review of the Council's published plans for delivering on improvement objectives.	The Council has complied with its statutory improvement planning duties.	None
November 2018	Wales Audit Office annual assessment of performance audit Review of the Council's published performance assessment.	The Council has complied with its statutory improvement reporting duties.	None
Reviews by inspection and regulation bodies			
Care Inspectorate Wales (CIW) June 2019	Local authority annual performance review letter 2018-19 This letter summarises CIW's evaluation of performance of social services (adults and children's services) during 2018-19. It also sets out how CIW is planning to review performance over the coming year.	<u>Copy of CIW's annual performance review letter 2018/19</u>	Not applicable

Appendix 1

Status of this report

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake a forward-looking annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales. Improvement authorities (defined as local councils, national parks, and fire and rescue authorities) have a general duty to 'make arrangements to secure continuous improvement in the exercise of [their] functions'.

The annual improvement assessment considers the likelihood that an authority will comply with its duty to make arrangements to secure continuous improvement. The assessment is also the main piece of work that enables the Auditor General to fulfil his duties. Staff of the Wales Audit Office, on behalf of the Auditor General, produce the annual improvement report. The report discharges the Auditor General's duties under section 24 of the Measure, by summarising his audit and assessment work in a published annual improvement report for each authority. The report also discharges his duties under section 19 to issue a report certifying that he has carried out an improvement assessment under section 18 and stating whether (as a result of his improvement plan audit under section 17) he believes that the authority has discharged its improvement planning duties under section 15.

The Auditor General may also, in some circumstances, carry out special inspections (under section 21), which will be reported to the authority and Ministers, and which he may publish (under section 22). An important ancillary activity for the Auditor General is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.

Appendix 2

Annual Audit Letter

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Please contact us in Welsh or English.

Cysylltwch â ni'n Gymraeg neu'n Saesneg.

Councillor Huw Thomas
Leader
City of Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UQ

Reference:

Date issued: 14 December 2018

Dear Councillor Thomas,

Annual Audit Letter of Cardiff Council 2017-18

This letter summarises the key messages arising from my statutory responsibilities under the Public Audit (Wales) Act 2004 and my reporting responsibilities under the Code of Audit Practice.

The Council complied with its responsibilities relating to financial reporting and use of resources

It is the County Council of the City and County of Cardiff's (the Council) responsibility to:

- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
- maintain proper accounting records;
- prepare a Statement of Accounts in accordance with relevant requirements; and
- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Public Audit (Wales) Act 2004 requires me to:

- provide an audit opinion on the accounting statements;

- review the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This code is based on International Financial Reporting Standards. On 28 September 2018, I issued an unqualified audit opinion on the accounting statements confirming that they present a true and fair view of the Council's, the Group's and the Pension Fund's financial position and transactions. My report is contained within the Statement of Accounts. The key matters arising from the accounts audit were reported to members of the Audit Committee and the Council in my Audit of Financial Statements report on the 18 and 27 September 2018.

I issued a certificate confirming that the audit of the accounts had been completed on 28 September 2018.

Like other local authorities in Wales Cardiff Council continues to face significant financial challenges

Austerity remains the most significant challenge facing local government bodies in Wales and these financial pressures are likely to continue into the medium term.

The Council's earmarked and usable reserves have increased slightly over the last three years as shown in Table 1 below. The Council's Capital Receipts Reserve has also increased. This reserve however, can only be used to finance future capital expenditure or to repay historical capital finance incurred, it cannot be used to meet revenue costs.

Table 1 – Council Fund, Earmarked and Capital Receipts Reserves

	31 March 16 £m	31 March 17 £m	31 March 18 £m
Council Fund	15.255	14.255	14.255
Earmarked reserves (including Schools)	52.226	59.391	61.843
Total Council Fund & Earmarked Reserves	67.481	73.646	£76.098
Capital Receipts Reserve	5.423	7.205	21.320

The Council's 2018-19 budget identified that it needed to make savings totalling approximately £14.3m. The Council's month six revenue budget monitoring report for 2018-19, highlights that it is currently predicting a balanced position at the year-end. Although there are financial pressures and shortfalls against budget savings targets in directorate budgets, these are offset by projected savings on capital financing, an

anticipated surplus on Council Tax collection and Non-Domestic Rate refunds on Council properties.

As at 30 September 2018, the projected overspends in directorate budgets include £3.2 million in Social Services, £1.5 million in Planning, Transport & Environment, £0.8 million in Education & Lifelong Learning and £0.3m in Corporate Management. The directorate positions reflect a range of factors including increased demographic pressures in Social Services, particularly in relation to looked after children, shortfalls in income and the anticipated failure to fully achieve the savings targets set as part of the 2018/19 Budget, together with on-going shortfalls carried forward from the previous financial year. An overall shortfall of £3.0 million is currently anticipated against the £14.3 million directorate savings target with £5.3 million having been achieved to date and a further £6.0 million anticipated to be achieved by the year end.

The overspend and shortfall are partly offset by projected underspends in other directorates and by a £3.0 million general contingency budget which was provided within the 2018-19 budget to reflect the quantum, risk and planning status of the proposed savings for 2018-19.

In July 2018, the Council's Cabinet considered the 2019-20 Budget Strategy. This identified a potential budget reduction requirement totalling £91.4m for the three-year period 2019-20 to 2021-22, with £65.6m of this being required to be made from savings within directorate budgets.

In October 2018, Welsh Government (WG) published the 2019-20 Provisional Local Government Financial Settlement. This indicates that on average, Welsh Authorities will receive a 0.3% decrease in general revenue funding in the next financial year. Individual authority settlements range from funding reductions of 1% to a funding increase of 0.4% for Cardiff.

Following this, the Council has refreshed its budget reduction requirements and, as reported to the Council's Cabinet on 15 November 2018, it is currently forecasting that for 2019-20 it is facing a total budget reduction requirement of £35.2 million. The Council's strategy to address this gap includes directorate savings of £19.4m with over 100 different proposals being required to achieve this.

The 2019-20 Budget Strategy Report considered by Cabinet in July 2018, highlighted that further Directorate savings of approximately £19.3 million and £22.2 million would also be required in 2020-21 and 2021-22 respectively. The Council is yet determine how it is to address the savings required for these two years.

In addition, to finance the Council's Capital Programme where capital expenditure is incurred without a resource to pay for it immediately (e.g. via capital receipts, grants or other contributions), the Council undertakes long term borrowing i.e. its Capital Financing Requirement. The Council's underlying need to borrow has been increasing over recent years and this increase will also need to be repaid from future revenue budgets either from savings, revenue income or Council Tax and Housing Rents.

I am satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources

My consideration of the Council's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed under the Local Government (Wales) Measure 2009. The Auditor General has highlighted areas where the effectiveness of these arrangements has yet to be demonstrated or where improvements could be made in his [Annual Improvement Report](#) published in August 2018.

My work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2018-19 accounts or key financial systems

A more detailed report on my grant certification work will follow once this year's programme of certification work is complete.

The financial audit fee for our 2017-18 audit work is currently expected to be in line with the agreed fee set out in the Annual Audit Plan issued in March 2018.

Yours sincerely



Ann-Marie Harkin

Engagement Director

For and on behalf of the Auditor General for Wales

cc. Paul Orders, Chief Executive
Christine Salter, Director of Finance

Appendix 3

National report recommendations 2018-19

Exhibit 2: national report recommendations 2018-19

Summary of proposals for improvement relevant to local government, included in national reports published by the Wales Audit Office, since publication of the last AIR

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Date of report	Title of review	Recommendation
October 2018	<u>Procuring Residual and Food Waste Treatment Capacity</u>	<p>R1 The projections for the three residual waste projects in the Programme assume that, across the 14 councils involved, the overall amount of residual waste will increase through the lifetime of the contracts. If these projections are accurate then something significant would have to occur beyond 2040 to reach zero waste across these council areas by 2050. If the projections are not accurate then there is the risk that councils will pay for capacity they do not need. We recommend that the Welsh Government:</p> <ul style="list-style-type: none"> • in reviewing the Towards Zero Waste strategy, considers how its ambition of there being no residual waste by 2050 aligns with current projections for residual waste treatment; and • works with councils to consider the impact of changes in projections on the likely cost of

Date of report	Title of review	Recommendation
		<p style="text-align: center;">residual waste projects and any mitigating action needed to manage these costs.</p> <p>R2 The Welsh Government's programme support to date has mainly focused on project development and procurement. Now that most of the projects are operational, the focus has shifted to contract management. We recommend that the Welsh Government continue its oversight of projects during the operational phase by:</p> <ul style="list-style-type: none"> • building on its existing model of providing experienced individuals to assist with project development and procurement and making sure input is available to assist with contract management if required; • setting out its expectations of councils regarding contract management; • ensuring partnerships revisit their waste projections and associated risks periodically, for example to reflect updated population projections or economic forecasts; and • obtaining from partnerships basic management information on gate fees paid, amount of waste sent to facilities and quality of contractor service.

Date of report	Title of review	Recommendation
November 2018	<u>Local Government Services to Rural Communities</u>	<p>R1 Socio economic change, poor infrastructure and shifts in provision of key services and facilities has resulted in the residualisation of communities in rural Wales. We recommend that Welsh Government support public bodies to deliver a more integrated approach to service delivery in rural areas by:</p> <ul style="list-style-type: none"> • refreshing rural grant programmes to create sustainable financial structures, with multi-year allocations; and • helping people and businesses make the most of digital connectivity through targeted and more effective business and adult education support programmes. <p>R2 The role of Public Service Boards is evolving but there are opportunities to articulate a clearer and more ambitious shared vision for rural Wales (see paragraphs 2.2 to 2.9 and 2.28 to 2.31). We recommend that PSB public services partners respond more effectively to the challenges faced by rural communities by:</p> <ul style="list-style-type: none"> • assessing the strengths and weaknesses of their different rural communities using the Welsh Governments Rural Proofing Tool and identify and agree the local and strategic actions needed to support community sustainability; and • ensuring the Local Well-Being Plan sets out a more optimistic and ambitious vision for 'place'

Date of report	Title of review	Recommendation
		<p style="text-align: center;">with joint priorities co-produced by partners and with citizens to address agreed challenges.</p> <p>R3 To help sustain rural communities, public services need to think differently in the future (see paragraphs 3.1 to 3.12). We recommend councils provide a more effective response to the challenges faced by rural communities by:</p> <ul style="list-style-type: none"> • ensuring service commissioners have cost data and qualitative information on the full range of service options available; and • using citizens' views on the availability, affordability, accessibility, adequacy and acceptability of council services to shape the delivery and integration of services. <p>R4 To help sustain rural communities, public services need to act differently in the future (see paragraphs 3.1 to 3.12). We recommend councils do more to develop community resilience and self-help by:</p> <ul style="list-style-type: none"> • working with relevant bodies such as the Wales Co-operative Centre to support social enterprise and more collaborative business models; • providing tailored community outreach for those who face multiple barriers to accessing public services and work;

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> • enhancing and recognising the role of town and community councils by capitalising on their local knowledge and supporting them to do more; • encouraging a more integrated approach to service delivery in rural areas by establishing pan-public service community hubs, networks of expertise, and clusters of advice and prevention services; • enabling local action by supporting community asset transfer identifying which assets are suitable to transfer, and having the right systems in place to make things happen; and • improving community-based leadership by developing networks of interest, training and coaching, and encouraging volunteering.
November 2018	<u>Waste Management in Wales: Municipal Recycling</u>	<p>R1 Benchmarking work has found that the cost of certain waste management services show surprising variation (paragraphs 1.31-1.39). The Welsh Government should work with councils to understand better the basis of the variation in spending on waste management services that are fundamentally the same and ensure that waste management costs are accounted for in a consistent way.</p> <p>R2 The Welsh Government believes that, if applied optimally, its Collections Blueprint offers the most cost-effective overall means of collecting recyclable resources but is planning</p>

Date of report	Title of review	Recommendation
		<p>further analysis (paragraphs 1.40-1.51). When undertaking its further analysis to understand better the reasons for differences in councils' reported costs, and the impact on costs where councils have adopted the Collections Blueprint, we recommend that the Welsh Government:</p> <ul style="list-style-type: none"> • explores how the cost of collecting dry recyclables may affect the overall cost of providing kerbside waste management services to households; and • compares the actual costs with the costs modelled previously as part of the Welsh Government-commissioned review of the Collections Blueprint for councils that now operate the Collections Blueprint. <p>R3 The Welsh Government has undertaken to consider alternatives to the current weight-based recycling targets which can better demonstrate the delivery of its ecological footprint and carbon reduction goals (paragraphs 2.38-2.45). We recommend that the Welsh Government replace or complement the current target to recycle, compost and reuse wastes with performance measures to refocus recycling on the waste resources that have the largest impact on carbon reduction, and/or are scarce. We recognise that the Welsh Government may need to consider the affordability of data collection for any alternative means of measurement.</p>

Date of report	Title of review	Recommendation
		<p>R4 In refreshing Towards Zero Waste, the Welsh Government needs to show that wider sustainability benefits sought through municipal recycling offer value and cannot be more readily attained in other ways and at lower cost including, but not necessarily limited to, other waste management interventions (paragraphs 2.52-2.53). The Welsh Government should demonstrate in the revised waste strategy that not only is it possible to recycle a greater proportion of municipal waste, but how doing so maximises its contribution to achieving its sustainable development objectives.</p>
November 2018	<p><u>Provision of Local Government Services to Rural Communities: Community Asset Transfer</u></p>	<p>R1 Local authorities need to do more to make CATs (Community Asset Transfers) simpler and more appealing, help build the capacity of community and town councils, give them more guidance in raising finance, and look to support other community development models such as social enterprises that support social value and citizen involvement. In addition, we recommend that local authorities monitor and publish CAT numbers and measure the social impact of CATs.</p> <p>R2 Local authorities have significant scope to provide better and more visible help and support before, during, and after the community asset transfer process. We conclude that there is considerable scope to improve the business planning, preparation, and aftercare for community asset transfer. We recommend that local authorities:</p>

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> • identify community assets transfer's role in establishing community hubs, networks of expertise and clusters of advice and prevention services; • work with town and community councils to develop their ability to take on more CATs; • identify which assets are suitable to transfer, and clarify what the authority needs to do to enable their transfer; • ensure their CAT policy adequately covers aftercare, long term support, post transfer support, signposting access to finance, and sharing the learning about works well; and • support community-based leadership by developing networks of interest, training and coaching, and encouraging volunteering.
December 2018	<u>The maturity of local government in use of data</u>	<p>R1 Part 1 of the report highlights the importance of creating a strong data culture and clear leadership to make better use of data. We recommend that local authorities:</p> <ul style="list-style-type: none"> • have a clear vision that treats data as a key resource; • establish corporate data standards and coding that all services use for their core data; • undertake an audit to determine what data is held by services and identify any duplicated records and information requests; and

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> • create a central integrated customer account as a gateway to services. <p>R2 Part 2 of the report notes that whilst it is important that authorities comply with relevant data protection legislation, they also need to share data with partners to ensure citizens receive efficient and effective services. Whilst these two things are not mutually exclusive, uncertainty on data protection responsibilities is resulting in some officers not sharing data, even where there is agreement to provide partners with information. We recommend that authorities:</p> <ul style="list-style-type: none"> • provide refresher training to service managers to ensure they know when and what data they can and cannot share; and • review and update data sharing protocols to ensure they support services to deliver their data sharing responsibilities. <p>R3 In Part 3 of our report, we conclude that adequate resources and sufficient capacity are ongoing challenges. However, without upskilling staff to make better use of data, authorities are missing opportunities to improve their efficiency and effectiveness. We recommend that authorities:</p> <ul style="list-style-type: none"> • identify staff who have a role in analysing and managing data to remove duplication and free up

Date of report	Title of review	Recommendation
		<p>resources to build and develop capacity in data usage; and</p> <ul style="list-style-type: none"> invest and support the development of staff data analytical, mining and segmentation skills. <p>R4 Part 4 of our report highlights that authorities have more to do to create a data-driven decision-making culture and to unlock the potential of the data they hold. We recommend that local authorities:</p> <ul style="list-style-type: none"> set data reporting standards to ensure minimum data standards underpin decision making; and make more open data available.
March 2019	<p><u>Waste Management in Wales - Preventing waste</u></p>	<p>R1 Increasing the focus on waste prevention to reflect the overall aims of Towards Zero Waste</p> <p>Available data on the amount of waste produced suggests mixed progress to deliver the Welsh Government’s waste prevention targets. We recommend that the Welsh Government:</p> <p>a) revisits the relative priority it gives to recycling and waste prevention as part of its review of Towards Zero Waste;</p> <p>b) sets out clearly the expectations on different organisations and sectors for waste prevention; and</p> <p>c) revisits its overall waste prevention targets and the approach it has taken to monitor them in light of progress to date, examples from other countries and in the context of current projections about waste arising through to 2050.</p>

Date of report	Title of review	Recommendation
		<p>R2 Improving data on commercial, industrial, construction and demolition waste</p> <p>The Welsh Government is a partner in initial work to assess the feasibility of developing a new digital solution to track all waste. If this preferred option does not succeed, we recommend that the Welsh Government works with Natural Resources Wales to explore the costs and benefits of other options to improve non-municipal waste data in Wales, including additional powers to require waste data from businesses.</p> <p>R3 Enhancing producer responsibility and using more legal, financial and fiscal levers</p> <p>The Welsh Government has opportunities to influence waste prevention through legislation and financial incentives. It can also influence changes at UK level where fiscal matters are not devolved. We recommend that the Welsh Government consider whether provisions to extend producer responsibility and the use of financial powers such as grant conditions, fiscal measures and customer charges and incentives, are needed to promote and to prioritise waste prevention.</p>
June 2019	<u>The effectiveness of local planning authorities in Wales</u>	R1 Part 1 of the report sets out the complexities of the planning system showing how challenging it is for local planning authorities to effectively engage with and involve stakeholders in choices and decisions. To

Date of report	Title of review	Recommendation
		<p>improve involvement with stakeholders and ownership of decisions we recommend that:</p> <ul style="list-style-type: none"> • local planning authorities: <ul style="list-style-type: none"> – test current engagement and involvement practices and consider the full range of other options available to ensure involvement activities are fit for purpose; – use ‘Place Plans’ as a vehicle to engage and involve communities and citizens in planning choices and decision making; and – improve transparency and accountability by holding planning meetings at appropriate times, rotating meetings to take place in areas which are subject to proposed development, webcasting meetings and providing opportunities for stakeholders to address committee meetings. • Welsh Government: – review the Development Management Procedure Order 2012 and update the engagement and involvement standards for local planning authorities. R2 <p>R2 Part 2 of the report highlights that local planning authorities have been subject to significant reductions in funding and struggle to deliver their statutory responsibilities. To improve resilience, we recommend that local planning authorities:</p> <ul style="list-style-type: none"> • review their building control fee regimes to ensure the levels set, better reflect the actual cost of providing these services and make the service self-funding; and

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> • improve capacity by working regionally to: <ul style="list-style-type: none"> – integrate services to address specialism gaps; – develop joint supplementary planning guidance; and – develop future local development plans regionally and in partnership with other local planning authorities. <p>R3 Part 2 of the report highlights that the cost of development control services is not reflected in the charges set for these services and progress in developing regional responses to strengthen resilience has been slow. We recommend that the Welsh Government:</p> <ul style="list-style-type: none"> • reviews development control fees to ensure the levels set, better reflect the actual cost of providing these services; and • consider how to use the powers in the Planning (Wales) Act to support and improve local planning authority capacity and resilience. <p>R4 Part 3 of the report summarises the effectiveness and impact of local planning authorities' decision making and how well they are performing against national measures. We recommend that local planning authorities improve the effectiveness of planning committees by:</p> <ul style="list-style-type: none"> • reviewing their scheme of delegation to ensure planning committees are focussed on the most important strategic issues relevant to their authority;

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> • revising reporting templates to ensure they are clear and unambiguous to help guide decision making and reduce the level of officer recommendations overturned; and • enforcing the local planning authorities' standards of conduct for meetings. <p>R5 Part 4 of the report identifies the central role of planning to delivering the ambitions of the Wellbeing of Future Generations Act. We recommend that local planning authorities:</p> <ul style="list-style-type: none"> • set a clear ambitious vision that shows how planning contributes to improving wellbeing; • provide planning committee members with regular and appropriate wellbeing training and support to help deliver their wider responsibilities; • set appropriate measures for their administration of the planning system and the impact of their planning decisions on wellbeing; and • annually publish these performance measures to judge planning authorities impact on wellbeing.
September 2019	<u>The 'front door' to adult social care</u>	<p>Improving access to the front door</p> <p>R1 Part 1 of the report sets out how authorities promote access to the 'front door' and provide information, advice and assistance to help people to improve their wellbeing and prevent their needs from deteriorating. To improve awareness of the front door we recommend that:</p>

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> • local authorities: <ul style="list-style-type: none"> - review their current approaches, consider their audience, and ensure that good-quality information is made available in a timely manner to avoid needs deteriorating and people presenting for assistance in 'crisis'; - work in partnership with public and third-sector partners to help ensure people accessing via partner referrals, or other avenues, are given the best information to help them; - ensure that advocacy services are commissioned and proactively offered to those who need them at first point of contact; and - to take local ownership and lead on the co-ordination and editing of local information published on Dewis Cymru locally. • The Welsh Government: <ul style="list-style-type: none"> - improve carers' awareness and understanding of their rights to be assessed for their own care and support needs, aimed at generating demand for local authorities' preventative services; and - undertake a full evaluation of the role of Dewis Cymru in the wider implementation of the Act and use the data gained to build on its potential as a national information sharing portal. <p>Investing in prevention and understanding impact</p> <p>R2 Part 2 of the report highlights weaknesses in authorities' assurance of the availability and quality of third-sector, preventative, community based services that they signpost people to. We recommend that:</p>

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> • local authorities: <ul style="list-style-type: none"> - map the availability of preventative services in their area to better understand current levels of provision and identify gaps and duplication; - involve third-sector partners in co-producing preventative solutions to meet people’s needs and ensure people have equitable access to these services; - work with third-sector partners to tailor and commission new services where gaps are identified; and - work with partners to improve data to evaluate the impact of preventative services on individuals and the population more generally. • Welsh Government: <ul style="list-style-type: none"> - improve the cost evaluation in relation to the impact of the Act in a national context, and support local authorities to ensure that the desired impact of prevention on overall social-care expenditure becomes a demonstratable reality. <p>As part of our report, we also published an interactive data tool, short film and an infographic about carers’ stories. These are available on our website here.</p>

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

13 November 2019

Customer Services

Purpose of report

1. To provide the Committee with a progress update on the Customer Services project, developed in response to recommendations made within the Policy Review & Performance Scrutiny Committee's inquiry report on Customer Leadership.

Structure of the Papers

2. Attached to this report to enable the scrutiny are a series of appendices as follows:

Appendix 1: Recommendations of the Customer Leadership inquiry by PRAP

Appendix 2: Presentation – Customer Leadership Update

Appendix 3a: Customer Service Standards

3b: Customer Charter

3c: Children's Customer Charter

3d: Customer Service Training Suite

3e: Survey E-mail Template

3f: Customer & Digital Champions Framework

Background

3. In 2018 the Committee published an in-depth review of the Council's approach to customer leadership. Having received evidence from a range of customer focussed internal and external contributors, the evidence was used to develop recommendations based on the evidence heard throughout.

4. The Terms of Reference for the inquiry sought to explore opportunities for embedding customer culture and leadership across the Council by; reviewing best practice internally and externally; identifying mechanisms for improvement such as customer charter, customer “champions”, and corporate customer service training; examining Council policy for supporting the digitally disadvantaged; and finally to make recommendations for improvement in Customer Leadership.

5. The Committee made 7 recommendations to the Cabinet, (see extract attached at **Appendix 1**), 6 of which were accepted, – *R1, R2, R3, R4, R5, R7*, and 1 which was partially accepted, *R6* – Secure membership of the Institute of Customer Service as the professional body that could support the customer service development journey, as the Council was facing a major set of challenges if it was to embed customer service throughout its operations.

Programme of Work

6. In December 2018 the Committee was presented with the Programme of Work to be undertaken by the Customer & Leadership Delivery Team to address the seven recommendations. The timeline for all actions was forecast to be complete in February 2020. Key elements of the programme were strengthening the Council’s strategic planning documents with a customer focussed Vision, Charter and Strategy; Undertaking a customer service survey; Developing customer training at all levels; Sharing and learning from good practice within companies such as Admiral, British Gas, and DVLA; Exploring membership of the Institute of Customer Service; and creating performance measurement of the customer service experience.

7. The Committee agreed as a part of its work programming for 2019-20 to programme an update on how the corporate focus on customer leadership is progressing one year on.

Previous Scrutiny

8. Following the December 2018 scrutiny Members felt there had been clear presentation of progress on the Customer Leadership agenda. There was clear project management in place in response to the Committee's inquiry, with milestones and responsibilities set out for each of the seven recommendations.
9. Members welcomed plans for a customer roadshow that aspired to motivate the workforce, and the intention to launch a Customer Charter at the commencement of the 2019/20 personal review cycle.
10. Similarly Members welcomed the plans for Level 1 customer focussed training relating the Council's values to an employee's internal colleagues and customers, endorsing a training plan comprised of different level modules. However Members were concerned as to how well resourced the Council was to support customer training for all staff. Members indicated they would be looking to monitor coverage in support of taking this agenda forward in the future. The Cabinet response indicated the Council would be working with the Academy and Cardiff & Vale College to ensure delivery of different levels of the customer service training and to ensure adequate sessions were available for staff. The Cabinet welcomed the opportunity to return to Committee to report the number of sessions delivered and the number of staff who attended by service area.
11. The Committee highlighted Members considerable experience of accessing the Council's frontline services, and the Cabinet responded that workshops would be held with internal and external customers to gain valuable customer insight and feedback.
12. Members felt there was an opportunity to extend a customer perspective to the child's experience of Council services over time, a recommendation that

the Cabinet agreed with and sought to work on with the Children's Advisory Forum.

Way Forward

13. Councillor Chris Weaver (Cabinet Member – Finance, Modernisation & Governance), Isabelle Bignall (Chief Digital Officer) and Rachel Bishop (Head of Customer Services) have been invited to update the Committee and present any progress made in addressing the issues raised in the action plan presented in December 2018.

Legal Implications

14. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers 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 fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

15. 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

16. The Committee is recommended to note the progress update and agree whether it wishes to forward any comments, observations, concerns or recommendations on the Customer Services project to the Cabinet Member, Finance, Modernisation & Performance.

DAVINA FIORE

Director of Governance & Legal Services

7 November 2019

Background Paper

Full Report of the Policy Review & Performance Scrutiny Committee
“Customer Leadership”, published in April 2018. Available on request.

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Exert from a report of the Policy Review & Performance Scrutiny Committee report 'Customer Leadership' published May 2018

RECOMMENDATIONS

The task group has identified opportunities for placing the customer at the heart of Council service delivery. It will require raising the profile of customer service both politically and operationally. Members consider this step change is well within the organisations reach.

The Cabinet is recommended to:

R1 Evaluate then strengthen the customer focus of the Council's suite of strategic planning documents, introducing a clear customer-centric line of sight by developing:

- A new Customer Vision statement; (KF1,4,5)
- A Customer Charter that embraces customer service values and behaviours, such as the draft attached at *Appendix 1*; (KF1,4,5)
- A Customer Service Strategy to deliver customer focussed service both internally and externally. (KF1,4,5)

R2 Improve the Council's understanding of customer needs and expectations by involving the customer in business planning through customer research, engagement activity and use of customer insight data. Undertake a new Customer Service survey that provides a baseline as to the present consistency of the customer experience, service delivery and staff behaviours.
(KF29,31,32,34)

R3. Embrace the requirement for clear leadership of the customer service vision by facilitating a step change in customer service awareness and understanding across all management roles, but specifically:

- Giving the Chief Digital Officer a mandate and full authority to ensure council-wide consistency of customer service standards. *(KF6,7,8,11,12,19,20,21)*

R4 Develop the culture, management accountability and customer training at all levels that will encourage consistency of service excellence by:

- Putting in place customer focussed training and development for all Council staff, frontline, back office, team leaders and managers to ensure staff behaviours reflect the Councils customer vision;*(KF11,12,13,14, 24, 25)*
- Introducing a new senior management focus on customer service council-wide, in-line with the customer service charter, recognising that it is senior managers who hold the key to service improvement by breaking down silos;*(KF2, 13,15,19,26,33)*
- Encouraging individual employee commitment to customer service by introducing a customer focus to the Council's statement of employee values; *(KF20)*
- Ensuring each member of staff understands who their internal or external customers are. This can be re-enforced through the Personal Review conversation; *(KF16,20,25)*
- Introducing customer service as a standing item at team meetings *(KF13)*
- Refreshing the Ambassadors network to share the customer service vision of operational managers; *(KF10,17)*
- Refreshing the corporate induction process to embrace a customer focus; *(KF23,25)*
- Evaluating the Council's recruitment policies to ensure they re-inforce the emerging customer culture; *(KF22)*
- Making the customer expertise of the Council's C2C contact centre widely available to provide training for customer facing staff across the organisation; *(KF3, 9,18,26)*

R5 Explore the invitation to experience Admiral and Welsh Water's customer leadership approach first hand, by spending time with the companies or inviting

the company representatives into the Council. Secure opportunities for senior managers to spend time with these organisations to experience their customer service focus and culture. (KF27)

R6 Secure membership of the Institute of Customer Service as the professional body that could support the customer service development journey. The task group recommend *Trusted Advisory Network* membership as the Council has some of the building blocks for effective customer service in place but is facing a major set of challenges if it is to embed customer service throughout its operations.(KF30,31)

R7 Facilitate central monitoring and direction of the customer service experience and other data by:

- Introducing the Net Promoter Score system to benchmark progress in customer satisfaction. (KF28)
- Driving out poor performance with better performance information informed by robust digital customer data. (KF34)
- Exploring and introducing data visioning to support customer service delivery and to improve consistency of service.(KF34, 35)
- Using the impartial ICS monitoring and rating system to evaluate the Council's customer service performance.(KF30, 31)



Customer Leadership Update

November 2019



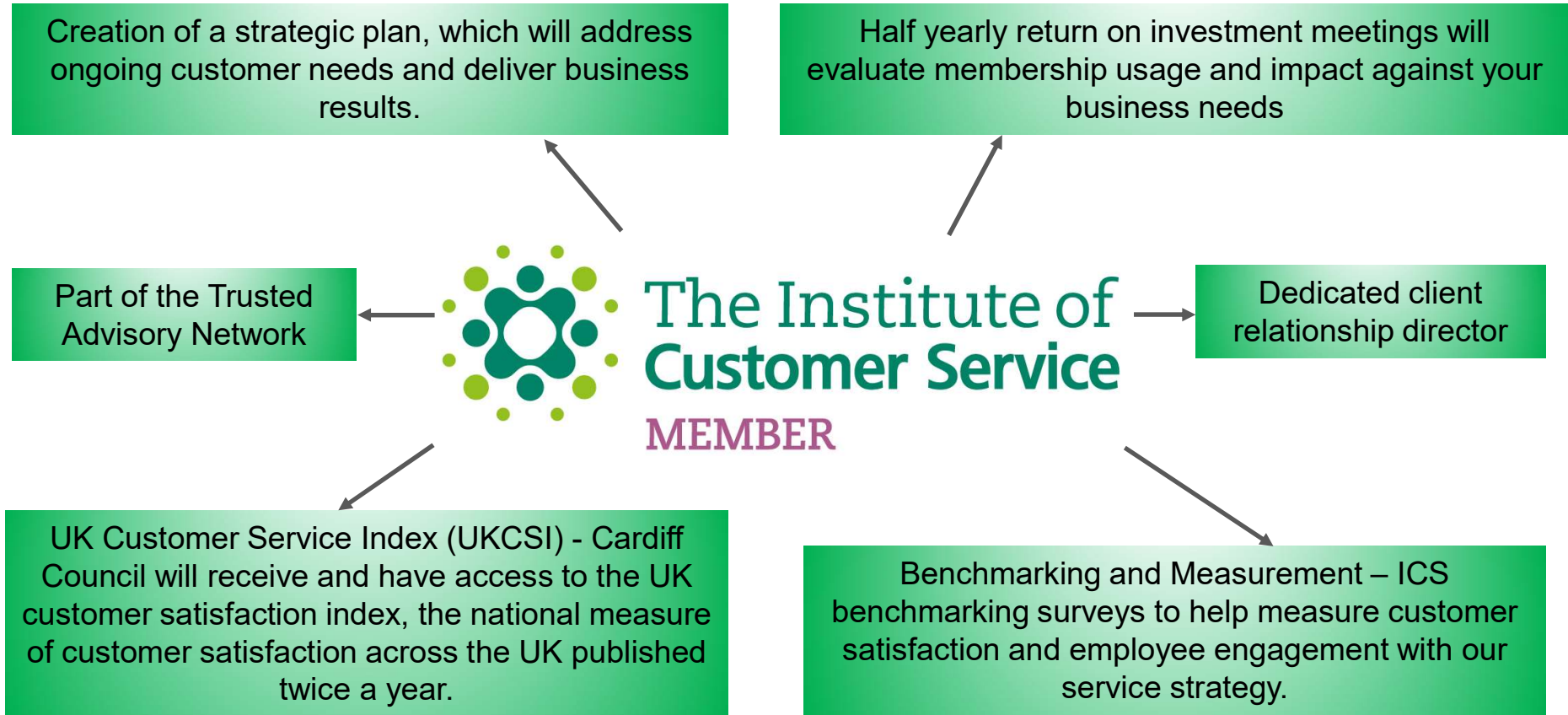
Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together



Programme of Works

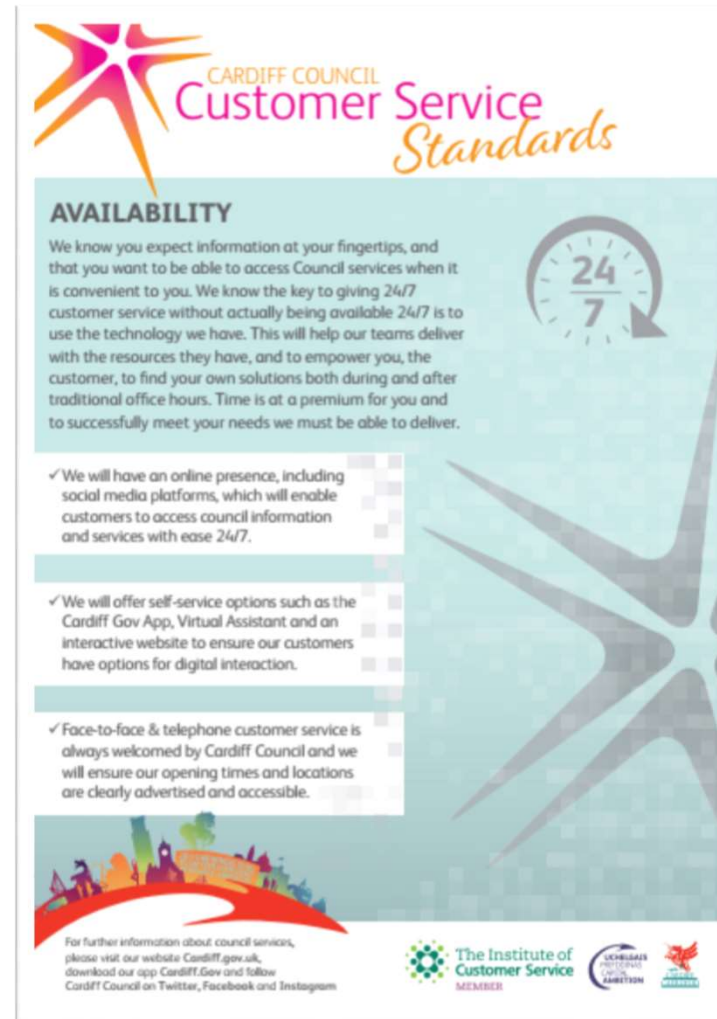
	Key Staff/ Contacts	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	
1	Customer & Leadership Delivery Team	<p>Creation of Council's suite of Strategic Documents</p> <p>Draft documents Consult (including children's forum) Draft Branding Evaluate Publish</p>																		
2	Customer & Leadership Delivery Team Cardiff Research Centre	<p>Review and update a new Customer Service Survey - CLOSED</p> <p>Research what we already have Creation of Survey Distribute survey</p> <p>Completion of ICS ServCheck surveys (internal and external)</p> <p>Staff Survey</p>																		
4	Customer & Leadership Delivery Team Philip Lenz	<p>Creation of Customer & Digital Champions</p> <p>Defining the requirements of the role Comms Campaign & branding creation Recruitment & Training Review and refresh corporate induction</p> <p>Review of HRPS processes – Recruitment, Charter, Values</p> <p>Update Team Meeting agenda Review Recruitment, including JD/PS</p>																		
4	Customer & Leadership Delivery Team Cardiff Academy	<p>Implement customer focused training for all Council staff</p> <p>Create course material LEVEL 1 TRAINING Train the Trainer LEVEL 2 TRAINING LEVEL 3 TRAINING WRITTEN TRAINING</p> <p>Senior Management Buy In /Comms strategy</p> <p>Promotion on e-learning module Draft Comms strategy Attend SMF/SMT Staff Wide Comms Strategy</p>																		
5	Customer & Leadership Delivery Team	<p>Site visits to High Profile Customer Focused Businesses</p> <p>DVLA British Gas Molson Coors Admiral Welsh Water</p>																		
6	Customer & Leadership Delivery Team	<p>Secure membership of the institute of Customer Service</p> <p>Research Create Options Paper Discuss membership</p> <p>Attend relevant seminars hosted by the ICS</p>																		
7	Customer & Leadership Delivery Team Mal Perry Nick Blake	<p>Creation of a performance monitoring framework</p> <p>Research/Meetings Creation of measures</p>																		

Progress Update



Customer Service Suite of Documents


- ✓ Customer Service Standards:
 - Responsiveness
 - Availability
 - Accuracy
 - Consistency
 - Courtesy
 - Efficiency
- ✓ Customer Charter
- ✓ Children's Charter
- Customer Service Strategy – to be finalised.



CARDIFF COUNCIL
Customer Service Standards

AVAILABILITY

We know you expect information at your fingertips, and that you want to be able to access Council services when it is convenient to you. We know the key to giving 24/7 customer service without actually being available 24/7 is to use the technology we have. This will help our teams deliver with the resources they have, and to empower you, the customer, to find your own solutions both during and after traditional office hours. Time is at a premium for you and to successfully meet your needs we must be able to deliver.




- ✓ We will have an online presence, including social media platforms, which will enable customers to access council information and services with ease 24/7.
- ✓ We will offer self-service options such as the Cardiff Gov App, Virtual Assistant and an interactive website to ensure our customers have options for digital interaction.
- ✓ Face-to-face & telephone customer service is always welcomed by Cardiff Council and we will ensure our opening times and locations are clearly advertised and accessible.

For further information about council services, please visit our website Cardiff.gov.uk, download our app Cardiff.Gov and follow Cardiff Council on Twitter, Facebook and Instagram

The Institute of Customer Service MEMBER

UCHELGAI'S PRIFDDINAS CAPITAL AMBITION



Corporate Customer Service Training Dashboard

Page 75



Corporate Customer Service Training Dashboard



Benchmarking Surveys

- Customer Experience Survey – 10 questions every QTR available on the council website
- **NPS result for QTR 2 = +51**

➤ ICS Business Benchmarking

- 4000 Cardiff council customers sent the survey via emails.
- 300+ responses received within 48 hrs.
- All questions are overlaid with the UKCSI results from July,
- 2 sectors to benchmark against – Public Services (local) and Retail (non food).
- Results will be shared in Customer and Digital Board and SMT.



National Customer Service Week

- Launched the Customer Service Agenda
- Held 2 staff Engagement Events
- Consulted on the suite of documents
- Sign up for C&D Champions – first meeting November 28th
- Customer Service Hero Award 2019





CARDIFF COUNCIL Customer Service Standards

AVAILABILITY

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- ✓ Face-to-face & telephone customer service is always welcomed by Cardiff Council and we will ensure our opening times and locations are clearly advertised and accessible.



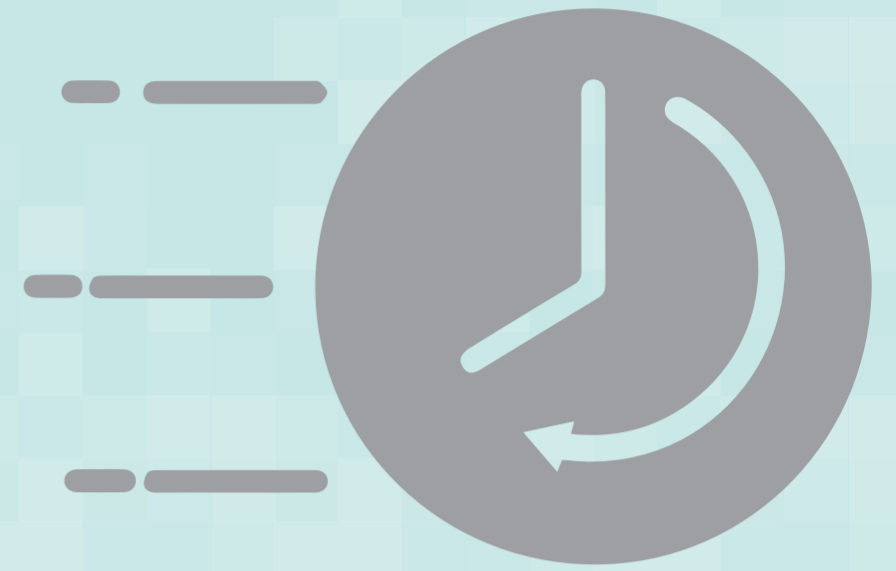
For further information about council services, please visit our website Cardiff.gov.uk, download our app Cardiff.Gov and follow Cardiff Council on [Twitter](#), [Facebook](#) and [Instagram](#)



CARDIFF COUNCIL
Customer Service
Standards

RESPONSIVENESS

No one wants to feel like they aren't being listened to, which is why, at the very least, we will let you know that we have received your comment/request/question.



- ✓ We will acknowledge your contact within 24 hours if you contact us via digital channels.
- ✓ We will ensure that we communicate any relevant steps in our processes and keep you informed until we reach a conclusion.
- ✓ If you do need to complain to us, we will aim to acknowledge this within 5 working days and provide a full response within 20 working days.



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**The Institute of
Customer Service**
MEMBER





CARDIFF COUNCIL Customer Service Standards

COURTESY

We want to provide you with a professional and friendly customer service experience however you choose to get touch. We also recognise a deeper courtesy that addresses thoughtful design of the way our buildings and open spaces are equipped and where they are located. Our processes are designed with you in mind and we will be clear on how you can expect to access our services and information.



- ✓ We will ensure our physical interaction points, i.e. Hubs are customer centric with friendly knowledgeable staff, clean and comfortable surroundings, clear signage and clearly advertised opening times.
- ✓ Our website is fully responsive, easy to navigate and fully compatible with your mobile devices. This means you will be able to find what you are looking for, navigating between pages quickly and efficiently.
- ✓ Staff are trained in customer service and have the right skills and knowledge to provide council services.
- ✓ We will ensure easy accessibility to all, and have many facilities seamlessly in place so that you don't need to ask such as bilingual documents, hearing loops and real time BSL translation services.



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CARDIFF COUNCIL

Customer Service Standards

ACCURACY

Providing correct information to you as customers is imperative to deliver at least the minimum level of service. We know that people make decisions and act upon the information they receive - and receiving inaccurate information could potentially lead to poor customer experiences.



✓ We will make it as easy and simple as possible to access and understand council policies.

✓ If you need to report it, pay for it, apply for it, we keep the process efficient and streamlined.

✓ We will comply with the relevant law and legislations, which includes ensuring that your personal data is secure.

✓ We will review and update our information, policies and procedures regularly.



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The Institute of Customer Service
MEMBER





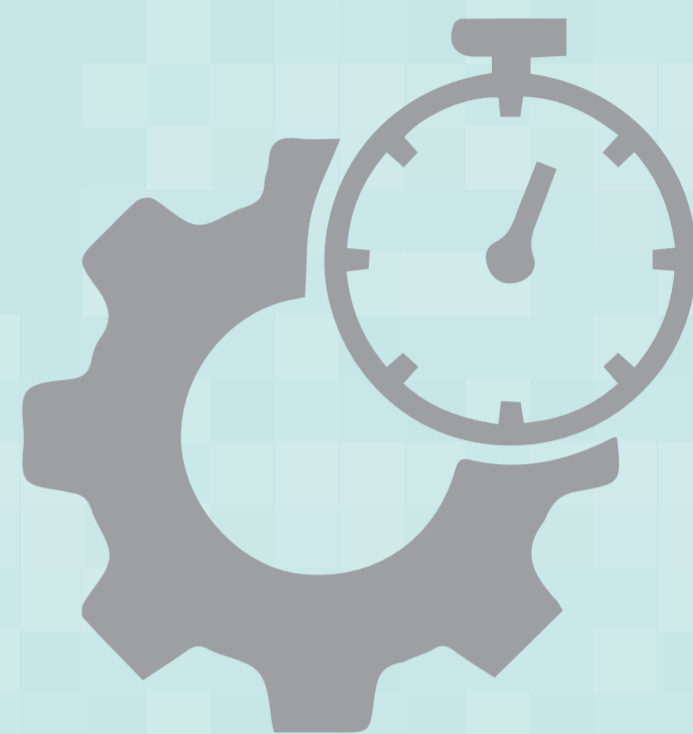
CARDIFF COUNCIL Customer Service Standards

EFFICIENCY

Our aim is to always deliver council services in the most efficient way.

We recognise that time is an important commodity and we endeavour to ensure our processes are streamlined and simple.

Customer effort is something we monitor and measure in order to enhance an effortless customer service experience.



✓ Reliable, receptive, timely responses to service requests.

✓ Simple, effective and easy to use digital self-service tools and channels.

✓ Face to face facilities will be provided in the heart of your community with the ability to book appointments in advance or access 3rd party organisations under one roof.

✓ We understand the importance of a one council approach to ensure the right council team/s take ownership of our customers needs.





CARDIFF COUNCIL
Customer Service
Standards

CONSISTENCY

We understand that Customers appreciate consistency in services. Consistent customer service means that you can expect the same level of service each time you interact with us.



We will deliver on promises and be transparent with our policies and procedures.

✓ However you choose to interact with us, we will offer you a professional, consistent and seamless customer experience every time .

✓ We will respond to all queries in a timely manner every time you get in touch, ensuring you get the information or service you require.

✓ We will explain what we are doing and why so you that know what to expect from us.



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CARDIFF COUNCIL
Customer Service
Standards

USEFUL INFORMATION



Website:
www.cardiff.gov.uk/Contactus



Live Chat:
www.cardiff.gov.uk/ENG/Home/Contact-us/Talk-to-us-online/Pages/default.aspx



Cardiff Gov App:
www.onelink.to/cgovapp



Phone: Welsh: 029 2087 2088 English: 029 2087 2087



Post: County Hall Atlantic Wharf Cardiff CF10 4UW

SignVideo:
www.cardiff.gov.uk/ENG/Home/Contact-us/General-enquiries/Pages/default.aspx



HUBS - www.cardiff.gov.uk/hubs

BUTETOWN HUB
Plas Iona, Butetown CF10 5HW

CENTRAL LIBRARY HUB
The Hayes, Cardiff CF10 1FL

ELY & CAERAU HUB
Cowbridge Road West, Ely CF5 5BQ

FAIRWATER HUB
Doyle Avenue, Cardiff, CF5 3HU

GRANGETOWN HUB
Havelock Place, Grangetown CF11 6PA

LLANEDEYRN HUB
The Powerhouse, Llanedeyrn CF23 9PN

LLANDAFF NORTH & GABALFA HUB
College Road, Llandaff North CF14 2HU

LLANISHEN HUB
11 Station Road, Llanishen CF14 5LS

LLANRUMNEY HUB
Countisbury Avenue, Llanrumney CF3 5NQ

RUMNEY HUB
Llanstephan Rd, Rumney CF3 3JA

ST MELLONS HUB
Crickhowell Road, St Mellons CF3 0EF

STAR HUB
Muirton Road, Tremorfa CF24 2SJ

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DO RIGHT BY YOU

We promise to:

- ✓ Be polite, helpful and considerate and take time to listen to you / treat you with respect
- ✓ Offer a straightforward, personal and quick customer service experience
- ✓ Consult and engage with community and customer groups to identify customer needs
- ✓ Communicate with you in plain language and avoid using jargon
- ✓ Protect your personal information
- ✓ Treat you as an individual and according to your needs

GIVE YOU A CHOICE WITH HOW TO GET IN TOUCH

We will:

- ✓ Clearly advertise all the ways you can access our services (including face to face)
- ✓ Design services that reflect the diverse make up of Cardiff
- ✓ Ensure social inclusion by giving you a choice in how you contact us
- ✓ Give you a voice on social media or improve / increase how we engage with you on social media
- ✓ Make more of our services available online to use at a time that suits you

GET IT RIGHT

We will:

- ✓ Do what we say we will do
- ✓ Say sorry and put things right if we make a mistake
- ✓ Tell you what to do next if you are not happy with how you've been treated
- ✓ Use your feedback to shape our services
- ✓ Train our staff to the highest standards

HOW YOU CAN HELP

We ask you to:

- ✓ Treat our staff with respect
- ✓ Tell us when something changes and give us the correct information at the right time
- ✓ Give us the opportunity to put things right first
- ✓ Provide us with honest feedback
- ✓ Like us on Facebook, follow us on Twitter, join our citizen panel and participate in surveys and consultations

For further information about council services, please visit our website **Cardiff.gov.uk**, download our app **Cardiff.Gov** and follow Cardiff Council on **Twitter**, **Facebook** and **Instagram**



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CARDIFF COUNCIL

Children & Young Peoples Charter



GET IT RIGHT

We promise to:

- ✓ Do what we say we will do
- ✓ Recognise when we make a mistake and put things right
- ✓ Tell you what to do next if you are not happy with how you've been treated
- ✓ Use your feedback to shape our services
- ✓ Train our staff to the highest standards
- ✓ Give you a reason if we cannot do something for you

DO RIGHT BY YOU

We will:

- ✓ Be polite, helpful and considerate and take time to listen to you and treat you with respect
- ✓ Offer straightforward and personal customer service
- ✓ Consult and engage with community and customer groups to identify their needs.
- ✓ Communicate with you clearly
- ✓ Protect your personal information
- ✓ Treat you as an individual and according to your needs
- ✓ We will ensure that you know your rights and that you are respected

GETTING IN TOUCH

We will:

- ✓ Clearly tell you all the ways you can access our services (including face to face)
- ✓ Design our services to reflect the diverse make up of Cardiff
- ✓ Ensure social inclusion by giving you a choice in how you contact us
- ✓ Give you a voice on social media or improve /increase how we engage with you on social media
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- ✓ Like us on Facebook and follow us on Twitter

For further information about council services, please visit our website **Cardiff.gov.uk**, download our app **Cardiff.Gov** and follow Cardiff Council on **Twitter**, **Facebook** and **Instagram**



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CUSTOMER SERVICE TRAINING

HOW TO DELIVER GREAT CUSTOMER SERVICE	BECOMING A CUSTOMER SERVICE PROFESSIONAL	MANAGING EXCELLENCE IN CUSTOMER SERVICE	ONLINE MODULE: DELIVERING GREAT CUSTOMER SERVICE	EFFECTIVE COMMUNICATION IN CUSTOMER SERVICE
<p>This course is aimed at staff joining the authority, but will prove useful to many existing staff. You will explore and learn about Customer Service, and how the service you provide impacts our customers and colleagues. We will also look at what great customer service should like, why we should deliver great service and who your customers actually are. During the course, you will learn about different styles and techniques for dealing with customers.</p> <p>The course is highly interactive, relying on input from delegates to create and explore scenarios. We will look at some of the challenges in providing great customer service and will take a look at the Customer Service Charter.</p> <p>Learning outcomes:</p> <ul style="list-style-type: none"> • Understand who our customers are • Understand why we should deliver great customer service • Learn how to deliver great customer service • Learn how the Customer and Employee charter fit into council life • Learn what can lead to challenging customer situations 	<p>Following on from "How to Deliver Great Customer Service", this course is available to all staff but would be of particular interest to:</p> <ul style="list-style-type: none"> • Anyone who deals with complaints or escalations • Anyone who manages customer facing teams (via any communication channel) • Anyone who would like to expand their customer service skills • Anyone who handles challenging situations regularly <p>The one day course is fully interactive and will use discussion and role-play to learn how to deal with more complex customer service scenarios.</p> <p>Learning outcomes:</p> <ul style="list-style-type: none"> • To develop strong coping strategies for dealing with escalated customer scenarios • To understand customer motivation • To develop de-escalation skills • To further develop our toolbox for providing exceptional customer service • To learn some basic and simple psychology behind customer behaviours • To understand conflict styles, both our own and our customers 	<p>This one-day course is specifically designed to launch and embed the Customer Service vision and strategy at Cardiff Council. It addresses key areas of customer care for organisations looking to provide a first-class customer service provision.</p> <ul style="list-style-type: none"> • Define service excellence and identify the key benefits to principle stakeholders in Cardiff Council • Explain Cardiff Councils customer service vision and strategy, outlining its importance to their role as a manager • Identify barriers to service excellence and generate potential solutions within their sphere of control • Understand the customer service measures within their department • Use the RATER model to identify areas of strength and improvement in service delivery • Maximising communication with the use of the 3 Vs and the PAC model • Define and demonstrate the abilities of an effective listener and use questioning techniques to identify needs and offer solutions • Create a SMART action plan outlining how they can implement and achieve Excellence in customer Service in their area 	<p>The online module, Delivering Great Customer Service, is designed to offer an introduction to delivering excellent customer service for Cardiff Council. The module looks at first principles of customer service including:</p> <ul style="list-style-type: none"> • What is customer service and how it fits in with the council • Who are your customers • How can customers access our services • Customer expectations (external and internal customers) • Key skills to help deliver great customer service • How to bring all your learning together 	<p>The Effective Communication in Customer Service course (Half Day) has been developed in conjunction with the corporate complaints team. The course is designed to help you with written skills (including letter writing and email communication). During the course we will look at:</p> <ul style="list-style-type: none"> • What works in written communication • Good practice for emails • What makes a good business letter or complaint response • Understand how to respond to complaints • Grammar, punctuation, spelling and plain language

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YOU CAN BOOK ONTO THE FOUR CLASSROOM BASED COURSES VIA DIGI-GOV. THE ONLINE MODULE IS AVAILABLE THROUGH THE ACADEMY ONLINE PORTAL
IF YOU WOULD LIKE ANY FURTHER INFORMATION REGARDING THE COURSE PLEASE CONTACT MIKE POPE MPOPE@CARDIFF.GOV.UK OR CALL 37021 (029 2053 7021)

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Dear Customer

Here at Cardiff Council we are always looking to gain feedback on how we are doing when it comes to serving you – our customers. Without constructive feedback it's harder to know where we are going wrong, which is why we are reaching out to you now.

National Customer Service Week takes place between October 7th - 11th, and as part of it we are working in partnership with the Institute of Customer Service to gain your views and feedback about your recent interaction with Cardiff Council.

You will receive an email shortly with a set of questions. Your answers to those questions will give us a really good idea on what we are doing well and what we can do better.

Your opinion really matters to us, so I do hope you will join all our other customers taking part in the survey. We want to do our best to be the best and with your help we can make real strides towards delivering a better customer experience for everyone. I look forward to your responses and I want to thank you in advance for taking the time to engage with us.

Sincerely

Rachel Bishop
Head of Customer Services

Annwyl Cwsmer

Yma yng Nghyngor Caerdydd rydym bob amser eisiau adborth ar sut rydyn ni'n ei wneud pan ddaw hi at eich gwasanaethu chi - ein cwsmeriaid. Heb adborth adeiladol mae'n anos gwybod beth rydyn ni'n ei wneud yn anghywir, a dyma pam ein bod ni'n eich holi chi.

Mae Wythnos Genedlaethol Gwasanaeth Cwsmeriaid rhwng 7 ac 11 Hydref, a byddwn yn gweithio mewn partneriaeth â'r Sefydliad Gwasanaeth Cwsmeriaid i gael eich barn a'ch adborth ar eich cysylltiad diweddar â Chyngor Caerdydd.

Cewch e-bost maes o law gyda set o gwestiynau. Bydd eich atebion i'r cwestiynau hynny'n rhoi syniad da iawn i ni beth rydyn ni'n ei wneud yn iawn a beth y gallem ni fod yn ei wneud yn well.

Mae eich barn yn bwysig i ni, felly gobeithio y byddwch chi'n ymuno â'n cwsmeriaid eraill wrth gymryd rhan yn yr arolwg. Rydym am wneud ein gorau glas a gyda'ch help chi gallwn symud ymlaen at roi profiad gwell i bob un o'n cwsmeriaid. Edrychaf ymlaen at eich ymatebion a hoffwn ddiolch i chi ymlaen llaw am roi o'ch amser i wneud hyn.

Yn gywir

Rachel Bishop
Pennaeth Gwasanaethau Cwsmeriaid



GWEITHIO DROS GAERDYDD,
GWEITHIO GYDA'N GILYDD
WORKING FOR CARDIFF,
WORKING TOGETHER



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Customer + DIGITAL Champions

Contents

1. Why Become a Customer and Digital Champion
2. Role of a C&D Champion
3. Pledges
4. Benefits
5. Training
6. Diagnostics
7. Future Outlook

Why Become a Customer and Digital Champion

Everyone provides a level of Customer Service in their role, we are looking for passionate and enthusiastic individuals who are interested in the Council's Digital agenda and how this could benefit your Service Area in the Customer Service you provide.

Can you:

- 🟡 Motivate Colleagues and Customers
- 🟡 Help others and see change as a positive way forward
- 🟡 Inspire positive change
- 🟡 Represent the Customer
- 🟡 Promote the benefits of having digital skills
- 🟡 An awareness of emerging digital services

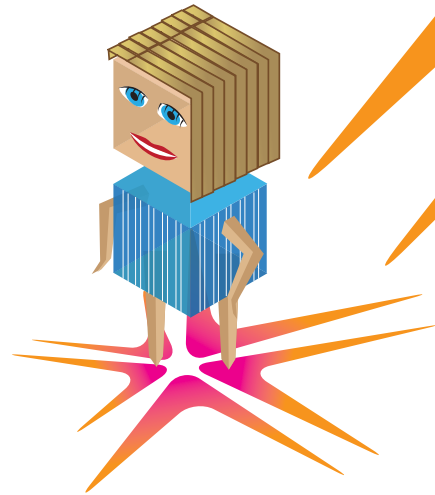


CUSTOMER SERVICE IS NO LONGER A DEPARTMENT

As Head of Customer Services, Rachel Bishop wishes to utilise the vast experience and knowledge the council has in its staff. Do you want to be part of an exciting change in moulding how we deliver services with the customers experience at the forefront, feeding in your experiences, influencing change and working towards accreditation?

CARDIFF CURRENTLY HAS A POPULATION OF 364,248, WITH THIS LOOKING TO INCREASE TO 388,172 BY 2024

As our population grows, there is increasing demand for council services. At the same time, we have less funding than ever before. We can manage this demand better at a lower cost if we improve the quality of our services, improve customer experiences by being innovative, working differently and providing services the public can access themselves through digital channels.



Role of a C&D Champion

As a C&D Champion, you will be the point of contact between your team and the Champions Network. Feeding in experiences, helping to change the ethos and develop new ways of working to improve the customer experience.

You will be invited to attend regular workshops with the Head of Customer Services and other Champions to discuss:

- 🟡 Ongoing & new customer service initiatives
- 🟡 Help galvanise colleagues across your team to unite behind a single goal
- 🟡 What works well in your area and can it be implemented elsewhere
- 🟡 How you can help implement change in your Service Areas
- 🟡 Taking forward what has worked well
- 🟡 Attend training and sign up colleagues

TOGETHER WE CAN IMPROVE THE CUSTOMER EXPERIENCE THROUGHOUT THE ORGANISATION BY GROWING THE DIGITAL NETWORK, IMPROVING THE CUSTOMER EXPERIENCE AND INSPIRE OTHERS.

Pledges

- Enrol 5 colleagues within your Service Area on the range of Customer and Digital training Courses per quarter.
- Customer and Digital experience objective PRs
- Customer and Digital agenda point in your Team meeting
- Have initiatives for your Service Area to improve the customer and digital experience
- Attend quarterly workshops and contribute to customer and digital events
- Attend available training
- Contribute to customer and digital events

Benefits

Becoming a C&D Champion will mean more than attend meetings, you will be at the forefront of change and be part of a culture shift in delivering Customer Service, not just in your area but the whole organisation, improving the experience for our citizens.

Cardiff Council are members of The Institute of Customer Service (ICS) who are independent, professional membership body for customer service with an aim to help members improve customer service and business performance. The ICS offer exciting benefits to Cardiff Council, we can utilise their 20+ years of experience across 25 difference sectors UK wide, improving our customer service throughout the authority, bench marking against other comparable businesses, attend award events and get accreditation on the customer service we deliver. More information on the ICS can be found on www.instituteofcustomerservice.com

- You will have the opportunity to learn best practises from other areas, use others experience to develop ideas that could help you and your team.
- Improved Customer & Digital Satisfaction
- Knowing the service you deliver is to a high standard and recognition

Digital training

E - Learning modules have created and are available on the Academy Portal which are mandatory for all Staff to complete covering different topic around Cyber Security.

The Academy can facilitate training in essential digital skills for:

- Microsoft Word
- Microsoft Excel
- Social Media - Beginners
- Social Media - Intermediate
- Facebook - Beginners
- Twitter - Beginners
- Social Media Bootcamp

There are also courses available or are champions where support in software / digital systems are available:

- Staff App Champions
- Interview / Shortlisting - Essential Skills
- DigiGOV Training - General
- DigiGOV Training - Managers / Reporting
- DigiGOV L&D Training
- Learning Pool - L&D Admin / Reporting

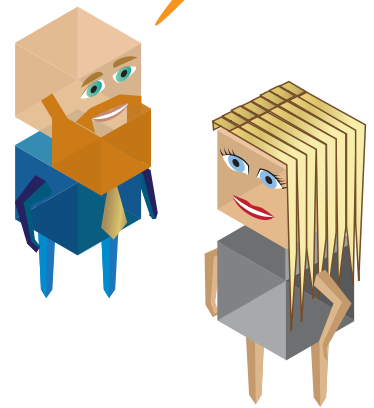
CUSTOMER SERVICE TRAINING

How to Deliver Great Customer Service

- Describe what good customer service looks like
- Describe what non-verbal communication is and how it applies to customer service
- Identify some of the reasons why challenging conversations occur
- Discuss escalations and complaints
- Explore the customer and employee charter
- Introduce customer champions

Becoming a Customer Service Professional

- To develop strong coping strategies for dealing with escalated customer scenarios
- To understand customer motivation
- To develop de-escalation skills
- To further develop our toolbox for providing exceptional customer service
- To learn some basic and simple psychology behind customer behaviours
- To understand conflict styles, both our own and our customers



Principles of customer Service Management

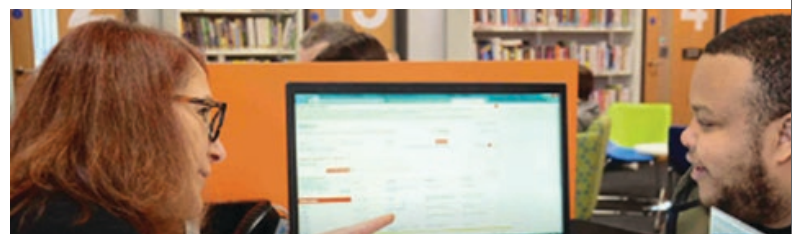
- Define service excellence and identify the key benefits to principle stakeholders in Cardiff Council
- Explain Cardiff Councils customer service vision and strategy, outlining its importance to their role as a manager
- Identify barriers to service excellence and generate potential solutions within their sphere of control
- Understand the customer service measures within their department
- Use the RATER model to identify areas of strength and improvement in service delivery
- Maximising communication with the use of the 3 Vs and the PAC model
- Define and demonstrate the abilities of an effective listener and use questioning techniques to identify needs and offer solutions
- Create a SMART action plan outlining how they can implement and achieve Excellence in customer Service in their area

Diagnostics

We will be gathering statistics on the current level of Customer Service from our citizens and staff to be able to objectively evaluate services which will feed into our strategic objectives. We will be able to compare our level of services to other public bodies and the private sector, enabling us to set relevant actions.

Future Outlook

Our goal, have a guaranteed level of Customer Service throughout the organisation for our citizens and staff. We deliver a massive range of services and we all deliver Customer Service in unique ways. Having an all-encompassing standard that we can all achieve is vital for the progression of our services.



Have your say on how we are currently delivering customer service to our citizens and visitors

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

13 November 2019

Correspondence Update

Reason for this Report

1. To update Members of the correspondence between the Committee and Cabinet since the previous meeting. This is a standing item on the Committee's monthly agenda.

Correspondence

2. Following each Scrutiny Committee meeting, the Chair writes on behalf of all Members, to the relevant Cabinet Member or senior officer, summing up the Committee's comments, concerns and recommendations regarding the issues considered during that meeting. All Committee Members are routinely copied in to the letters when they are forwarded to the Cabinet Member. Depending on the issues highlighted, the letter usually asks for a response from the Cabinet Member to any recommendations made, and sometimes requests further information.
3. Attached to this report at **Appendices 1 - 4** are copies of all correspondence sent since the October 2019 meeting. Where Cabinet responses to earlier correspondence have been received since the last committee then both the letter sent and Cabinet response has been included.

4. Where responses are outstanding the support officer will follow up on the Committee's behalf. Note that there are occasions, however, that the Committee does not formally request a response and this is indicated as such in the table.

Committee	Scrutiny	Appendix
16 Oct 2019	Brexit Update	1a
	Cabinet Response – Brexit update	Not requested
16 Oct 2019	Budget Consultation	2a
	Cabinet Response – Budget Consultation	outstanding
16 Oct 2019	Budget month 4	3a
	Cabinet Response – Budget month 4	outstanding
25 Sept 2019	CADP Smarter Working Project	4a
25 Sept 2019	Cabinet Response – Smarter Working Project	4b

Legal Implications

5. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers 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 fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

6. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to

- a. Note correspondence between the Committee and the Cabinet

Davina Fiore

Director Governance & Legal

7 November 2019

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Date: 28 October 2019

Councillor Huw Thomas,
Leader,
Cardiff Council,
County Hall,
Cardiff
CF10 4UW



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Dear Councillor Thomas,

Policy Review & Performance Scrutiny Committee: 16 October 2019

As Chair of the Policy Review and Performance Scrutiny Committee, thank you for attending Committee and briefing Members on the Council's preparations for Brexit. The Committee has asked me to pass on its appreciation to yourself, the Chief Executive and officer team for supporting this scrutiny, and to offer the following comments and observations.

The Committee considers that the Council has clearly prepared for Brexit. We recognise that the risk register contains challenging risk information and that some things will emerge which were not anticipated. We also note your summary that Brexit presents some opportunities that are outweighed by the risks.

We note that a communication plan is in place via the Local Resilience Forum and that *alert* rather than *alarm* will be the communications approach. We endorse the alignment of the communications narrative of PSB partners. However, we wish to highlight that the timing of providing information to people is critical if we are to encourage Cardiff consumers to respond appropriately and avoid bulk purchasing for example.

The Committee notes your difficulty in taking a long term view of the impact Brexit will have on the labour market, particularly your view that in the longer term the Council may be vulnerable in terms of sustaining some services.

The Members were reassured that there is an extensive Brexit emergency plan in place, and that the gold and silver emergency planning rota will continue for as long

as is needed. We note that officers are providing this cover in addition to the day job and that no additional resources have been allocated to the service. We note also that without additional resources sustaining command and control will be difficult.

The Committee has some concerns about the budgetary impact of Brexit on the Council, and indeed how much has been spent in preparing for Brexit. We note that, whilst Welsh Government has provided funding for a Brexit Co-ordinator, Council preparations to date have been executed within existing resources. We note also that you plan to carry out an exercise post-Brexit to evaluate the preparation costs and will be interested to hear the outcome in due course.

Members note that you have had 30,000 applications to the EU Settlement Scheme to date, and are currently receiving approximately 10,000 applications monthly. We wish to commend the community cohesion team on their involvement of the third sector in a co-ordinated approach to spreading the message on applying for EU settlement.

Once again, on behalf of the Committee, my sincere thanks for attending the PRAP Scrutiny Committee to update us on Brexit preparations. We consider that the Council is well placed and will not expect a response to our letter.

Yours sincerely,



COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
Paul Orders, Chief Executive
Gareth Newell, Head of Performance & Partnerships
Gavin Macho, Principal Emergency Planner
Sian Sanders, Operational Manager, Cohesion and Community Engagement
Debbie Said, Cabinet Support Officer
Joanne Watkins, Cabinet Office Manager

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

Date: 28 October 2019

Councillor Chris Weaver,
Cabinet Member, Finance, Modernisation & Performance
Cardiff Council,
County Hall
Cardiff
CF10 4UW



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Dear Councillor Weaver,

Policy Review & Performance Scrutiny Committee: 16 October 2019

Following your attendance at the Policy Review and Performance Scrutiny Committee, to inform members of the approach and practice being developed for Budget Consultation in 2019/20, members wish to thank you for your time in facilitating the scrutiny. The Committee notes that the prospect of a delayed Local Government Settlement has implications for the consultation. They have asked that, as Chair of the Committee, I relay their comments and observations discussed at the Way Forward to inform its ongoing development.

Timescales for pre-publication scrutiny

Members consider it important they avoid missing the opportunity to add their voices to the development and pre-publication testing of the Budget Consultation, and would like you to engage with the Committee on final draft budget proposals. We appreciate that this presents practical timescale challenges. If you consider that the 13 November meeting may be too early for sight of the proposals and should 11 December prove to be too late for meaningful engagement, then I would request that you forward the draft to the Committee's support officer to circulate for comment. I will then ensure any comments are fed back to inform Cabinet discussions before sign off. I hope you will rethink the potential of bringing this item to the earlier meeting.

Methodological Approach

The Committee was unable to properly review consultation practice in the current year before publication, and we ask that you give committee members an early sight of your proposals for enhancing consultation during 2019-20. We note the mixed methodological approach you are proposing, and your plan to undertake a mid-point review analysis of the survey. Also that you will be analysing responses very closely so that experience informs future consultation.

Developing added value in 2019-20

The Committee considers it important to evaluate and reflect the wider make up of Cardiff's demography. We therefore endorse the importance and value of a qualitative response alongside the quantitative response. We note that as part of your review you have identified priority wards in need of targeted engagement. It is important that both the Ask Cardiff and Child Friendly City consultations deliver results in time to be used to inform the budget. Members feel it is important to define both demographic groups *and* sub-demographic groups, to ensure that all groups, particularly under-represented groups, are accessed.

Finally, on behalf of the Committee, I wish to thank you and the officers for your continued support for the internal challenge of important issues, such as the budget consultation.

Yours sincerely,



COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee;
Chris Lee, Corporate Director Resources
Gareth Newell, Head of Performance & Partnerships
Sian Sanders, Operational Manager, Cohesion & Community Engagement
Joanne Watkins, Cabinet Office Manager
Alison Taylor, Cabinet Support Officer

Date: 28 October 2019



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Councillor Chris Weaver,
Cabinet Member Finance, Modernisation & Performance,
Cardiff Council,
County Hall,
Cardiff
CF10 4UW

Dear Councillor Weaver,

Policy Review & Performance Scrutiny Committee: 16 October 2019

Thank you for attending the Policy Review and Performance Scrutiny Committee for consideration of the budget position at month 4. Would you also please pass Members' thanks to Chris Lee, Ian Allwood, David Lowe and Steven Melhuish, the officers who attended in support of this item? The Committee has some concerns therefore Members agreed that I pass on the following observations.

The Committee recognises that month 4 is the point in the budget year at which pressures can be identified that will enable the Council to plan for action to balance the budget. However we are of the view that month 4 is a short time into the 2019/20 budget for the Council's directorates to have arrived at a projected overspend of £7.018million. Therefore we offer the following comments.

Trend Analysis

Members feel there is an opportunity for greater use of trend analysis in setting budgets. This is particularly the case when setting social services budgets. We are concerned that the Council is not learning from previous experience of overspending on social services and other budgets. Clearly for some core services a small change in demand can have a significant impact and we note that you are developing more robust business cases in line with the budget strategy. We therefore urge that you factor trend analysis into your business case and other discussions.

Savings position

The Committee is concerned that approximately one third of targeted savings for 2019/20 are projected to be unmet. We feel that councillors are receiving advice on potential savings opportunities that are not actually achievable. Therefore a more robust system of assessing and challenging detailed savings business cases is vital this year, and we recommend a fundamental review and fresh approach. We note that it is more and more difficult to create contingencies within the budget, and that there is a growing risk attached to meeting challenging savings.

Budget reporting

Members feel there is an opportunity for financial reporting to be of greater assistance to managers in delivering services, particularly when approaching an overspend position. We understand some services are demand led (but trend analysis can assist with forecasting), however this is not the case for all services and we believe the Council can control budgets better in many other service areas. Improving reporting mechanisms and making managers personally accountable for keeping control of their spending would enable sounder governance of the management of budgets. I consider that managers who fail to keep within budgets should promptly receive a review with their supervising manager and continued failure in this regard should lead to executive intervention.

Facilities Management

As Chair, I requested representation alongside you at the meeting from two services with notable overspends that fall directly within the Committee's remit, Facilities Management and Fleet Services.

In respect of Facilities Management several challenges ahead were laid out, such as the provision of security services and the management of buildings. We heard that the security service has been hit by mobile security services being transferred to the ARC, leaving only static security at County and City Halls. In the longer term we note there will be savings in these static security costs resulting from a decrease in the number of core office buildings.

Officers indicated that future savings to be made on energy bills will result either from procurement or from invest to save measures. We note that going forward

efficiencies will be made by improving the management of buildings and by creating incentives to decrease the use of energy in council buildings.

However, we consider that both these challenges were known at budget setting time but Facilities management nevertheless proceeded with an unrealistic and unachievable budget. Our past experience of examining budget shortfalls leads us to believe that this budget setting failure is symptomatic of a wider management failure which needs to be addressed in a number of Council departments. Financial Services now needs to make greater demands on realistic budget setting, and on challenging at the first signs of overspend.

Fleet Management

We note that the Fleet Management Service consider themselves in a better position at this point in the year (October) than at Month 4 (July). They reported around 12 new customers, and the number of vehicles being processed through the workshop has increased. Since the Council purchased a vehicle fleet the workshop has the task of maintaining the vehicles, which has impacted on targets. The reduction in lease costs is offset against the cost of borrowing to purchase the vehicles. Whilst lease costs have therefore fallen, maintenance of the fleet means the productivity of the workshop has had to increase. We note officers concern that the vehicle utilisation target in the plan will be difficult to achieve, and this will need to be addressed within the budget strategy. However more opportunities are being identified to utilise vehicles across many services.

In making allowance for the fact that the Fleet Manager is recently appointed and was not involved with setting the budget, the points in the paragraph above about realistic budget setting and monitoring apply to this service area. We will take a close interest in progress made in future months and for the next financial year.

Forecasting

Finally, the Corporate Director Resources acknowledged that the level of challenge is important when determining budgets and we note that he felt there was an opportunity to improve budget forecasting, monitoring and challenge.

My sincere thanks once again for the time you continue to commit to Scrutiny. I will programme consideration of the budget at month 6 for our meeting on 11 December, and it will be useful to reflect on your response to this letter.

Yours sincerely,



COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
Chris Lee, Corporate Director Resources
Ian Allwood, Head of Finance.
David Lowe, Operations, Facilities Management
Stephen Melhuish, Transport Manager
Joanne Watkins, Cabinet Office Manager
Alison Taylor, Cabinet Support Officer

Date: 1 October 2019

Councillor Huw Thomas,
Leader,
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Dear Huw,

Policy Review & Performance Scrutiny Committee: 25 September 2019

On behalf of the Policy Review and Performance Scrutiny Committee my thanks for attending Committee for consideration of the CADP Smarter Working project. Please also pass on our thanks to Chris Lee and the team of officers for their comprehensive presentation of the challenges ahead. The Committee enjoyed the opportunity to fully understand the aims of this project, and consider that smarter working has the potential to succeed but only if it is well designed, supported and implemented. We therefore offer the following comments and observations for your consideration and response.

Culture

The Committee endorses your view that the greatest challenge in delivering successful smarter working is getting the right organisational culture in place to allow its aims to be achieved. In many ways it is also true to suggest that without a culture shift its aims could also fail to be met.

Members heard that the message behind this initiative is that '*work is what you do not where you do it*'. We believe the project's success lies in managers planning, designing, implementing and supporting the change process professionally and with commitment. There are further comments on this under the leadership heading below. We support the assertion that this new approach can become transformational in terms of service delivery, that it will benefit from branding and require an organisation wide initiative to seek to win hearts and minds. It will certainly require constant ongoing support and reinforcement to become established and succeed in the longer term.

Implications for Employees

We can understand the aspiration to create a community facing proactive and more agile workforce and the potential benefits for the employer of this approach. Agile working also offers potential benefits to employees although we heard that not all employees will slip easily into this new way of working.

Agreed work boundaries and outcomes rather than fixed desks means that a new understanding about roles and expected work output will need be established. This will need to be based on increased levels of trust between the manager and the staff member. Poor direction and supervision could lead to the failure to accomplish the benefits being sought and to employee demoralisation.

Concern was expressed that some home workers may think that their change of work place may lead to an added personal cost, mainly in terms of fuel use. Officers explained that most workers would also save on travel and other costs but we flag this up as something which is likely to be raised during negotiations.

We note the expectation that greater flexibility of working arrangements will initially impact positively on sickness absence levels, though the experience of other organisations is that this could be reversed without the presence of sound leaders who are prepared to listen to their colleagues and provide continuous support. One measure of the success of the initiative could be a positive movement in the absence and sickness level. There will be value in examining such movement on departmental basis to seek and resolve any unexpected upward spikes.

It is probable that some employees will struggle with the introduction of agile working and it will be important to support those who are at risk of demoralisation and lack of direction. Appropriate levels of contact with work colleagues and managers will be an essential element of the agile working framework. We urge that senior managers, in setting up this new initiative, talk to staff and listen carefully to the many issues which they will raise. There will be signals from those who will handle things seamlessly and those who will need support. There may need to be different levels of support for different individuals based on their perceived confidence and competence in handling

new arrangements. Ultimately, we urge that employees must feel they have the option of speaking up if new arrangements are not working for them.

Technology

The Committee acknowledges that central to the success of this project is the provision and use of technology. We heard there are examples of good working practices where agile working has assisted in maintaining service levels in difficult circumstances, such as facilitating over 600 employees to work from home in the extreme weather conditions of last winter. We note there is currently a 60/40 split in terms of employees equipped with fixed versus mobile technology and that where hardware is due for renewal your preferred option is to replace with mobile technology. We would expect the provision of new technology and training in its use to precede the start of the agile working project.

Touch Down Points

We note that work continues on mapping out appropriate touch down points across the city. We consider it important that employees have a range of locations where they can complete certain tasks, meet face to face with colleagues and create and consolidate social networks.

You acknowledged that, at some point, this new model of working could result in a problem of overcrowding at hubs and other meeting points. In preparation, we recommend that work be carried out to assess location needs and appropriate furnishing to ensure that hubs can meet requirements. We consider there is an opportunity for the development of a staff app in relation to the daily availability of space at touch down points. We note that where there are increased cost implications of adapting hubs to meet new touch down requirements these will be met within existing operational budgets.

We are pleased to hear that a conversation is ongoing with our Public Service Board partners with a view to sharing touch down points. We would encourage you to include third sector partners in these conversations.

Members are keen to assess whether, in two to three years' time, there will be a payback for the introduction of agile working with fewer buildings to maintain. You stressed that, at this point, the project is focussing on flexibility for employees alongside taking improved services to our customers rather than reducing costs of accommodation. We would expect officers to consider and evaluate both these potential gains. The committee will keep this important question in abeyance for future scrutiny.

Leadership Challenge

We note your faith in the Council's managers to step up to the new challenges of leadership presented by an agile model. The Committee feels strongly that successful smarter working poses complex leadership challenges that will require new leadership skills.

They are likely to include:

- the capability to measure and agree with staff the work outcomes expected when the individual moves to a self-managing model
- acquiring the ability to measure team and individual productivity since this is quoted as one of the key potential benefits expected from agile working
- managers changing their roles towards providing support through regular contact and one to one reviews. This will include the assessment of the individual's agile working capability and how they are adapting to the new model
- redesigning the roles people will be asked to fulfil and any changes in working practices
- arranging for the team to meet when appropriate to share learning and concerns and reinforce collaboration between its members

Consultation

The Committee heard limited information about benchmarking and learning from organisations who had experience of introducing smarter working. We believe that there are opportunities to engage widely before practical steps for its introduction are finalised. We recently undertook a Customer Focussed inquiry and found companies such as British Gas, Welsh Water and Admiral Insurance keen to share their expertise with the Council. We would be happy to pass on details of our contacts who could, we believe, provide added value based on their experience of introducing this

kind of change. There will be other organisations, in addition to those mentioned above, who could also be involved.

I look forward to receiving your response to the committee comments contained in this letter. Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee to assist us in consideration of the Smarter Working project. We very much look forward to further updates on this significant initiative.

Yours sincerely,

A handwritten signature in black ink that reads "David Walker". The signature is written in a cursive, flowing style.

COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
Cllr Chris Weaver, Cabinet Member Finance, Modernisation & Performance
Chris Lee, Corporate Director Resources
Dean Thomas, Programme Manager
Phil Bear, ICT Service Manager
Nicola John, Business Analyst
Joanne Watkins, Cabinet Office Manager
Debi Said, Cabinet Support Officer
Alison Taylor, Cabinet Support Officer.

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**SWYDDFA'R ARWEINYDD
OFFICE OF THE LEADER**

Fy Nghyf / My Ref: CM42402

Eich Cyf / Your Ref:

Dyddiad / Date: 30th October 2019

Cllr David Walker
Chair - Policy Review & Scrutiny Committee
County Hall
Atlantic Wharf
Cardiff Bay
CF10 4UW

Annwyl / Dear David

Scrutiny Policy Review And Performance Scrutiny Committee 25 September 2019 Cadp Smarter Working Project

Thank you for your letter dated 1st October 2019 regarding the Smarter Working Project item considered at Policy Review and Performance Scrutiny Committee on 25th September 2019. I have looked at the observations made by the Committee and raised in your letter and respond as follows:

Culture

Firstly, I would like to thank the Committee for their constructive comments regarding getting the right organisational culture in place to allow the smarter working project to be successfully implemented across the council.

As indicated during the Committee, the project team will be working with each service area who are implementing smarter working to ensure sufficient support is available to all staff as they transition into a new way of working.

Implications for Employees

As discussed during the Committee meeting, smarter working is about employees having the choice on how they work in a variety of settings. These choices will include home working, working from a smarter working hub, working from one of the council's core offices and more likely perhaps, a combination of all of these. As part of the engagement strategy, the project team will be actively discussing the various options available with each service area and this engagement will include addressing any potential concerns that staff may have

The positive impact on sickness absence through greater flexibility of working arrangements is well documented nationally. For Smarter Working at Cardiff, it is the intention that a baseline analysis, including surveys will be conducted for each service area prior to the commencement of introducing smarter working, and then follow up exercises will be carried out at different phases of implementation. The impact on sickness absence levels, amongst other things, will be analysed and arrangements put in place to sustain any positive impact delivered.

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedl.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.



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On a wider front, it is the intention that these surveys can also be utilised to ensure sufficient support is being provided to staff as they embark on this new way of working.

Technology

Any training requirements for any new technology deployed will be captured as part of the early engagement with service areas. Training will then be provided to ensure staff have the necessary skills and knowledge to work more effectively and efficiently.

Touch Down Points

As noted at the Committee meeting, a review of touch down points is ongoing and the findings and necessary next steps will be discussed at a future project team meeting.

I welcome the suggestion to include third sector partners in these considerations and the project team will ensure this happens as this element of the project is developed further.

As part of the ongoing evaluation of the project, officers will ensure that any reduced accommodation requirements, which can be clearly attributed to the project, are captured, evidenced and subsequently reported. As well as any financial benefits, ultimately the project will need to demonstrate improved services to our customers.

Leadership Challenge

The points made in your letter are well made and reflect again the importance of a shift in culture as part of the leadership challenge to deliver transformation through Smarter Working at the Council.

Consultation

I welcome the suggestion to contact companies such as British Gas, Welsh Water and Admiral Insurance, who have previously indicated their willingness to share their experiences with the Council. Contact details have been requested and meetings will be arranged with companies who may have gone through a similar project and whose experiences will be beneficial to the project team.

Finally, the project team would welcome the opportunity to continue updating and engaging with the Committee on this project. I will ensure these updates are given on a regular basis so that the Committee can note progress and assist with the ongoing implementation of smarter working across the organisation.

Yn gywir,
Yours sincerely,



**CYNGHORYDD / COUNCILLOR HUW THOMAS
ARWEINYDD / LEADER,
CYNGOR CAERDYDD / CARDIFF COUNCIL**