



**CITY AND COUNTY OF SWANSEA**  
**DINAS A SIR ABERTAWE**

Councillor Mary Jones  
Chair  
Scrutiny Programme Committee

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CL/SH

22 December 2015

**If you require this or any other information in another format e.g. Braille, audio tape or a different language, please contact me**

Dear Councillor Jones

**CABINET MEMBER QUESTION SESSION – 9 NOVEMBER 2015**

Thank you for your letter dated 8 December 2015 regarding the above.

I set out below detail as requested in relation to your specific information requests, in the order detailed in your letter:-

**Sustainable Swansea/Commissioning Review Process**

Our commitment is to seek to implement change across the Council by using internal resources wherever possible.

However, we will always need to use some external support for specific pieces of work, where we don't have the skills or knowledge in house. This is addressed on a case by case basis by the Executive Board and Cabinet Member. Robust processes are in place to ensure we obtain the right support at the most effective cost to the Council. Where it is necessary, we ensure that we learn from the external support so that we are less reliant in the future.

**COUNCILLOR/Y CYNGHORYDD**  
**CLIVE LLOYD**  
**CABINET MEMBER FOR TRANSFORMATION & PERFORMANCE /**  
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**Customer Contact**

In terms of measuring customer satisfaction, we have introduced a telephone survey of 200 people which is carried out six times a year. The sample of 200 people changes during each survey, giving us a total of 1,200 over the year.

We ask them a series of questions based on key customer service and satisfaction issues. These include a number of questions relating to satisfaction and the council's reputation:

- Satisfaction with the way the council runs things;
- Whether the council provides value for money;
- Whether the council acts on people's concerns;
- How well the council keeps residents informed of its services; and,
- Whether people would speak highly of the council to a friend/relative.

Other questions relate to satisfaction with staff and the level of service, including:

- Whether staff were friendly, efficient and knowledgeable;
- If staff treated them with respect; and,
- Satisfaction with the level of customer service.

We also ask respondents to rate individual services including events, roads and pavements, street cleaning, social care, libraries, museums, schools and refuse/recycling.

Unlike Swansea Voices, which was carried out about three times a year, the new telephone survey gives us more timely and up-to-date information. It allows us to track feedback every two months, making comparisons and spotting trends more quickly so that timely action can be taken to address any issues.

Those questioned are asked a number of demographic questions before the survey is undertaken to ensure they are an accurate sample of the overall Swansea population aged 16 years and above.

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In addition to the telephone survey, we also undertake two online surveys each year which is aimed at the Swansea Voices group of about 1,250 people who are representative of the Swansea population, aged 16 and above. This survey goes much wider and addresses a range of other council-related issues including consulting on service development and changes.

In a separate initiative we monitor the Swansea Standard which is the Council's customer service guidelines. Feedback cards are provided for the public in our key customer contact locations such as the Contact Centre, for them to rate the standard of service they received. They can rate a number of indicators, including the friendliness of staff, whether advice was clear and in plain language, and the promptness that their issue was dealt with.

The Swansea Standard feedback is overwhelmingly positive.

### **Demand Management**

Work is progressing well on the Demand Management Strand. Demand Management is now a key plank of the business planning process across the Council which has meant a significant amount of work is now underway within each service to change demand whether that is: to reduce failure points, encourage a shift to cheaper channels for those that prefer using digital, or encouraging the public to take community ownership and resources. All outcomes, both financial and non-financial are being mapped as part of the Strand. Business intelligence is also a key project so that the Council can use customer insight and wider place and people information to inform decision making moving forward. All Heads of Service have been engaged as well as communicating this priority within the Western Bay partners. The Strand would welcome Member involvement in development of the long term strategy in the coming months.

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**ICT**

On 28 March 2013 Cabinet considered a report on the options available to the Council to ensure the continued provision of ICT services when the current ICT Contract with Capgemini expires. These were:

- Option 1 – ICT Services to be brought back In House
- Option 2 – Capgemini Contract Extension
- Option 3 - Procure a Replacement for the Capgemini Contract
- Option 4 – Best of Breed multi-sourcing - separate ICT Services and Project Services contracts, placed with the most beneficial provider.
- Option 5 - Use of partnering agreements with other LAs or Public Sector organisations.

Cabinet authorised the development of full business cases in respect of 2 options:

- Option 1 – Council Managed Service combining Best of Breed and Collaboration.
- Option 2 – Capgemini Contract Extension.

Following the development of business cases for both options, a further report was taken to Cabinet in January 2014. Cabinet agreed the principle of an in house managed service option for the future delivery of ICT Services and that the current Capgemini contract be terminated earlier to bring forward the benefits of this approach.

Following development of the in house managed service, the next report submitted to Cabinet in December 2014 set out how the Council proposed to deliver key elements of the new proposed service. Following the further investigation into the decision to terminate early, it was recommended that early **transition** and not early termination of the contract would be the least risk and cost to the Council.

The transition project began in January 2015.

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All Cap Gemini staff who wished to transfer back to the Council were able to do so as they were protected by TUPE. 45 staff have transferred back as follows:

- Infrastructure 32
- Service Desk 1
- Applications 12

I trust that this response provides all the information that you requested, but if you require any further detail, please do not hesitate to contact us.

Yours sincerely

**COUNCILLOR CLIVE LLOYD**  
**CABINET MEMBER FOR TRANSFORMATION & PERFORMANCE**

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