



County Hall
Cardiff
CF10 4UW
Tel: (029) 2087 2000

Neuadd y Sir
Caerdydd
CF10 4UW
Ffôn: (029) 2087 2000

GOHEBIAETH YN DILYN CYFARFOD Y PWYLLGOR

Pwyllgor PWYLLGOR CRAFFU ADOLYGU POLISI A CHRAFFU PERFFORMIAD

Dyddiad ac amser y cyfarfod DYDD MERCHER, 20 MEHEFIN 2018, 4.30 PM

Gweler isod gohebiaeth anfon gan Gadeirydd y Pwyllgor ar ôl y cyfarfod , ynghyd ag unrhyw ymatebion a gafwyd

Am unrhyw fanylion pellach, cysylltwch â scrutinyviewpoints@caerdydd.gov.uk

11 **Gohebiaeth yn dilyn Cyfarfod y Pwyllgor** (*Tudalennau 3 - 16*)

Mae'r dudalen hon yn wag yn fwriadol

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

Date: 26 June 2018



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

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

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

Dear Councillor Thomas,

Policy Review & Performance Scrutiny Committee: 20 June 2018

On behalf of the Policy Review and Performance Scrutiny Committee thank you for attending Committee to facilitate scrutiny of the Public Services Board governance arrangements. I am writing to you as Chair of the Board; however, Members were delighted to welcome Cardiff & Vale Health Board, Natural Resources Wales, and South Wales Fire Service at Committee, and would be grateful if you would pass on our appreciation. We offer the following comments and observations for you to draw to the Boards attention.

The Committee is reassured that the Delivery Plan for the Well-being Plan is in place and has been agreed by all partners. We note that the PSB is evolving as the partnership policy context continues to evolve. However, projects are now coming through whose progress will be captured within the PSB's first Annual report. We will therefore programme pre-publication consideration of the Annual Report on our 2018/19 work programme.

Members understand the point made by several partners that the PSB cannot deliver all of their organisation's priorities. However, we remain unclear as to whether mapping of partner's Plans has been undertaken, or whether there is an intention to do so in future. We feel this is important and there is a need to demonstrate how partners are taking forward the Well-being priorities within their own Strategic Plans. Therefore, Members consider it will be useful to have sight of other partners Strategic Plans as background to future scrutinies.

The Committee wishes to highlight the importance of partners creating the right environment to unlock barriers. We were advised of the seniority of those partners at the table, who can ensure this happens, however we feel this line of inquiry was not fully answered, and wish to re-iterate that we consider a culture of unlocking barriers to partnership working is critical throughout an organisation.

Members wish to reinforce the point that meetings of Boards alone does not equal action. There is some concern that the complexity of arrangements may get in the way of delivery, and going forward the Committee may consider this issue in greater depth.

At present, the Committee is unclear as to how it will be able to measure progress, specifically what projects, proposals, and targets will enable us to hold the PSB to account. We note that Health colleagues consider the indicators are in the Plan, referring to the example of healthy weight actions throughout the Plan. To bring more clarity we wish to take you up on your offer to elaborate exactly how progress can be measured.

The Committee is keen to ensure that membership of the programme boards is constituted to ensure diversity. We note that the PSB programme boards focus on key projects however, they are not bodies that represent all stakeholders, and that differentiation across the boards inevitable. We also accept that other bodies such as the City Deal Board provide avenues for private sector interest.

Members would like greater detail as to what task and finish inquiries, such as that constituted to look at the implications of BREXIT for Cardiff, will achieve, and how we as a committee can monitor.

Finally, in respect of the future scrutiny of partnership arrangements, there is general agreement that, whilst there is value in other scrutiny committees looking at the work of the programme boards relevant to their Terms of Reference, this Committee should remain the main point of contact with the PSB. Where difficult issues emerge with specific projects then we can decide to refer the matter to the relevant scrutiny committee.

Once again, on behalf of the Committee, please pass my sincere thanks to all partners who attended the PRAP Scrutiny Committee for consideration of the governance arrangements. As we have said previously we value the ongoing constructive exchange between the Board and the Committee. We will factor consideration of the Board's first Annual Report on our 2018/19 work programme. In the meantime, I would be grateful for a response as there are requests for additional information included in this letter.

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
Paul Orders, Chief Executive
Sarah McGill, Corporate Director, People & Communities
Maria Battle, Chair, Cardiff & Vale Health Board
Fiona Kinghorn, Deputy Director of Public Health
Gareth O'Shea, Natural Resources Wales
David Bents, South Wales Fire Service
Gareth Newell, Partnership & Community Engagement Manager
Dylan Owen, Head of Cabinet Office
Joanne Watkins, Cabinet Office Manager
Debbie Said, PA to Leader.

Mae'r dudalen hon yn wag yn fwriadol

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



Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088
www.caerdydd.gov.uk
County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087
www.cardiff.gov.uk

Fy Nghyf / My Ref: CM39868

Eich Cyf / Your Ref:

Dyddiad / Date: 24th July 2018

Councillor David Walker
Chair, Policy Review & Performance Scrutiny Committee
Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Annwyl / Dear David,

Thank you for your letter dated 26 June 2018.

On behalf of the members of Cardiff Public Services Board (PSB) I would like to thank the committee for the opportunity to present the partnership delivery arrangements to the committee and for another constructive session.

Before addressing the specific points you raise in your letter, I would like, as both Chair of the Cardiff PSB and Leader of the Council, to reiterate the important and practical role that I see the PSB, and the delivery arrangements that support it, will play in improving public services and ultimately improving the lives of citizens in Cardiff. As we discussed at the Committee, the Cardiff PSB focusses its attention on areas of public service delivery that fundamentally require strategic collaboration between the city's public service organisations. As Leader of the Council, I know that the successful delivery of a great number of the commitments in Capital Ambition such as meeting the challenges in Adult Social Care, supporting families and vulnerable children or across a range of Community Safety issues, will require close working between the city's public services. The delivery arrangements that we have put in place will make sure that this happens.

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 oedi.

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.

Tudalen 7



In answering the specific points you raise in your letter:

- A great deal of work was undertaken by the PSB in the development of the well-being plan to identify the areas of 'collaborative advantage', drawing on a range of sources, including the evidence collated in the city's first well-being assessment and mapping of each PSB member's well-being objectives and steps. I can therefore reassure the Committee that PSB members' strategic plans were mapped and that this exercise contributed to the development of the shared priorities agreed in the city's well-being plan.
- I note that Committee members wish to reinforce the point that meetings of Boards alone does not equal action. Unlike previous partnership plans, the well-being plan contains statutory 'steps' which clearly identify practical actions that the PSB has committed to over the period of the plan. The delivery arrangements presented to the Committee provide the means to take these steps forward, with each Programme Board leading a small number of multi-agency projects. Given the importance of delivering change and reform in some of these areas the Council has aligned its Capital Ambition Delivery Programme to support the delivery of these projects, and I expect PSB members, where appropriate to commit resource. In short, these programme boards are focussed on delivery.
- I note too that members have some concern about the perceived complexity of the delivery arrangements. As discussed at the committee, these arrangements – with their focus on reducing duplication of effort and resource and on enhancing integration between PSB members – in fact represent a simplification of previous iterations of the city's public service partnership governance.
- In relation to measuring progress, the Cardiff PSB will, in line with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015, publish an annual report of progress against the city's well-being plan. The first annual report must be produced no later than 14 months after the publication of the Cardiff well-being plan (1 May 2018). In subsequent years, the annual report will be produced one year after the previous report. Based on these timescales, we anticipate publishing our first annual report no later than 1 July 2019. We will be pleased to share the report with the Policy Review and Performance Scrutiny Committee. In addition to the Annual Report the Cardiff PSB will also produce each year a report capturing how the city is currently performing against each of the agreed city-level indicators contained within Cardiff Well-being Plan. The first such report, 'Cardiff in 2018' was published earlier this year.

- The Committee asked for greater detail on task and finish groups. Very simply, the programme boards which form the PSB's delivery arrangement are areas that are deemed to require a continuous programme of collaborative activity (for the duration of the well-being plan, or longer), while task and finish groups, on the other hand, are intended for areas of work or commitments that are discrete and time bound and do not require continuous, resourced, programme arrangements. All the work of the task and finish groups will be reported to the PSB and their scrutiny will depend on the nature of the issue under consideration.

Finally, I agree that the Policy Review and Performance Committee should remain the main point of contact with the PSB. I do not anticipate that the PSB will present to other committees, however I can see that as partnership working continues to become 'core business' for the Council PSB member organisations will increasingly be invited to attend relevant scrutiny meetings across a range of issues, particularly those where successful outcomes rely on integrated delivery.

Yn gywir,
Yours sincerely,



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

Date: 28 June 2018

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: 20 June 2018

Thank you for attending the Policy Review and Performance Scrutiny Committee for consideration of Quarter 4 Performance 2017/18. Would you also please pass Members' thanks to the officers who attended in support of this item? The Committee welcomes your genuine request for feedback in respect of the accessibility of the published performance documents, and your willingness to continue working with the Committee's Performance Panel as we move into Quarter 1 2018/19. However, we have some concerns; therefore, Members agreed that I pass on the following observations.

- **Presentation** – Firstly, we note you are continuing to refine the presentation of quarterly performance information in the first quarter of 2018/19. We wish to stress that the current presentation of the Corporate Plan Scorecard is very difficult to read on screen. If Members are expected to access this information digitally by default, then it will require a re-design. If not, and there is no re-design, then we would request that in future an A3 colour scorecard is sent well in advance to aid Members preparation for Committee. We welcome your suggestion that the Performance Panel is consulted on emerging refinements to the information that will ensure a less is more approach to data, focussing on what really matters, and based on the structure of the 2018/19 Corporate Plan .
- **RAG Assessment** -.Members are puzzled by the RAG self-assessment. We are also confused about the relationship between a Commitment (Measure) assessed

as Red, for a Performance Indicator assessed as Amber/Green. It would appear that a service can achieve a Commitment set out in the Corporate Plan, and have failed to achieve the target it set itself. This does not tell us sufficient about the organisation's performance, and we therefore feel there may be a case for the Committee to better understand the criteria that are being applied to the internal RAG self- assessment. This may be an area of work for the Performance Panel to consider.

- **Self-Evaluation** - Similarly, the Committee continues to be concerned about the quality of self-evaluation, and how effectively the organisation is questioning the effectiveness of its performance. We take on board your view that the robustness of target setting in the latest Corporate Plan will improve the situation. We also concur with officer's view that some indicators are more important than others are, and where this is the case there is a need for more detail.
- **Consequences** We were pleased to hear the Chief Executive's clear view that missed targets and budget overspends by Directorates are not without consequence, he is prepared to make a judgement as to the reasons why, and take action where appropriate. We are concerned about the overspend of £1.665m in Commercial Services, and were reassured it had been monitored throughout the year, therefore was expected for a number of reasons, and we note the challenging conversations that take place at a senior level. We wish to re-iterate that in the future the organisation may not have the capacity to address overspends, as there will be fewer contingencies. We endorse your view that managing spend needs to strengthen across the board. Similarly, whilst sickness absence is a complex matter, you reassured us that the consequences of failure are understood.
- **Benchmarking** - We were pleased to hear you confirm that significant progress continues to be made in creating appropriate data set comparisons for the Council, both with core cities and with those that face comparable challenges to Cardiff.

Finally, we note the change in external improvement assessment coming in October 2018, and will factor the new *Annual Well-being Report* that supersedes the *Annual Improvement Report* into our work programme for 2018/19.

My sincere thanks once again for the time you continue to commit to Scrutiny. I look forward to working with you and officers as you continue to evolve the reporting of performance throughout 2018/19.

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
Paul Orders, Chief Executive
Sarah McGill, Corporate Director, People & Communities
Christine Salter, Corporate Director Resources.
Joseph Reay, Head of Partnership & Performance
Joanne Watkins, Cabinet Office Manager
Heather Warren, Cabinet Support Officer.

Mae'r dudalen hon yn wag yn fwriadol

Fy Nghyf / My Ref: CM39883

Dyddiad / Date: 18th July 2018

Councillor David Walker
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Annwyl / Dear Councillor Walker

PRAP Scrutiny Committee - Quarter 4 Performance 2017/18

Thank you for your letter dated 28th June 2018 regarding the Quarter 4 performance item considered at Policy Review and Performance Scrutiny Committee on 20th June 2018. I have looked at the observations made by the Committee and raised in your letter and respond as follows:

Presentation of Performance Reports

Firstly, I would like to thank the panel for their constructive comments regarding how the Council's corporate performance reports could be improved.

As indicated during the committee, work undertaken by the Council's Corporate Performance Team in preparation for Quarter 1 2018-19 will seek to address many of the issues highlighted; and I will ask the team to discuss these improvements with you in the near future. Following the feedback given by Members at Committee, officers will reflect on the need to ensure that the reports are more readable when they are accessed using digital platforms.

RAG Assessment and Self-Evaluation

As discussed during the committee meeting there are scenarios where the assessment of progress in delivering a Corporate Plan Commitment and the performance of a specific Key Performance Indicator (KPI), which measures a part of performance against that commitment, will not be aligned in respect of RAG ratings without necessarily undermining the assessment process behind them.

ATEBWCH I / PLEASE REPLY TO :

Swyddfa Cymorth Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall
Glanfa'r Iwerydd / Atlantic Wharf, Caerdydd/Cardiff, CF10 4UW
Ffon / Tel: (029) 2087 2598

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 oedi.

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.

The changes proposed to the quarterly corporate performance report for 2018/19 seek to report performance in a much more rounded way in the future, where performance against commitments and KPIs can be seen to complement each other as two aspects of an overall performance picture in a specific area of service.

I welcome the suggestion that the Committee's Performance Panel would consider taking the opportunity to enhance their understanding of the criteria applied by officers in assessing RAG Ratings for Performance reporting, particularly in relation to the self-evaluating elements, and think that this would be a mutually beneficial session for members and officers alike.

Benchmarking

As you have mentioned in your letter, progress is being made in terms of identifying appropriate comparisons for the Council outside of the Welsh context and this is a piece of work that will be used to inform the Annual Wellbeing Report later in the year.

Yn gywir / Yours sincerely



Councillor / Y Cynghorydd Chris Weaver
Cabinet Member for Finance, Modernisation & Performance
Aelod Cabnet dros Gyllid, Moderneiddio a Pherfformiad