

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

15 NOVEMBER 2017

Present: County Councillor Walker(Chairperson)
County Councillors Berman, Bowen-Thomson, Boyle, Cunnah,
Jacobsen, Mackie and McKerlich

94 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Jim Murphy.

95 : DECLARATIONS OF INTEREST

Councillor Bowen-Thompson declared a personal interest in Item 4 as she is Chief Executive Officer of Community Safety Charity Safer Wales.

96 : MINUTES

The minutes of the meetings held on 20 September 2017 and 4 October 2017 were agreed as a correct record and signed by the Chairperson.

97 : PUBLIC SERVICES BOARD - CARDIFF'S DRAFT WELL-BEING PLAN

The Chairperson welcomed the following witnesses to the committee meeting:

- **Cardiff Council**, Huw Thomas, Leader and Chair of Cardiff's PSB, and Paul Orders, Chief Executive;
- **Cardiff & Vale Health Board**, Maria Battle, Chair, and Fiona Kinghorn, Deputy Director of Public Health;
- **Natural Resources Wales**, Gareth O'Shea, Executive Director of South Wales Operations;
- **South Wales Fire Service**, David Bents, Group Manager.
- **South Wales Police**, Superintendent Stephen Jones;
- **Cardiff Third Sector Council (C3SC)**, Sheila Hendrickson-Brown, Chief Executive.

The Chairperson advised Members that in line with the Committee's statutory responsibility for scrutiny of Cardiff's Public Services Board, this was an opportunity to consider the draft Well-Being Plan for Cardiff, currently out for consultation. The Chairperson reminded Members that all public bodies are subject to new duties under the Well-being of Future Generations (Wales) Act, the purpose of which is to ensure that we take into account the needs of future generations, and pursue a common aim to improve the economic, social and environmental well-being of Wales.

The Chairperson invited all partners to outline the key challenges their organisations face in delivering their contribution to the Well-being Plan, and how collective action would help them to overcome the challenges.

The Leader stated that as Chair of the PSB and Leader of the Council, he sees the PSB and partnership arrangements as fundamental to delivering excellent public services. He added that all partners face challenges such as pressures of growth

and demographic changes as well as continuing austerity, most of which require multi-agency response. To deliver growth, tackle poverty and protect vulnerable people there is a need for increased partnership working. He stated that as Leader to deliver the Capital Ambition programme he sees a need to work with partners, and that the Wellbeing Plan would be closely aligned with this. To deliver these, Governance arrangements need to be in place and the draft plan allows for a review of that governance; it should be closely aligned with internal governance arrangements and the Capital Ambition Plan.

The PSB meeting held in June had been a deep dive into Inequality data in respect of Ely and Caerau and the pressures on respective services from these areas. Each organisation gave their perspective, and it was considered that a change in practice to the previous 10 years was needed and the focus would be on a Children's First Approach. The September meeting saw Natural Resources Wales lead a workshop on population growth, which included a walk around the Greener Grangetown project and a focus on Greener Infrastructure for the future. The Leader stated that the Wellbeing Plan and delivery arrangements are working and are vital to how the Council delivers Public Services in Cardiff.

The Chief Executive added that the PSB rests on a good body of partnership working that has become increasingly strong and gave examples of Community Safety, Education Development Board, PREVENT and Cardiff Commitment and stated that there would be momentum in other areas including Asset Management. He gave assurance that the PSB rests on a good platform of partnership working.

Maria Battle concurred that all partners face similar challenges such as increased demand, population growth, increasing elderly population, increasing advances in technology in medical care and all under financial constraints. She added that there was a real focus on moving services into the Community so that everyone has an equal chance wherever they live. There was close partnership working with bringing Health into the Community via the Wellbeing Plan and Health and Wellbeing Hubs such as those at CRI, Maelfa and Ely which would collocate with the local authority and the Police to provide easy access to services in the community. She considered that the Wellbeing Plan breaks down the barriers to do this and there was genuine commitment from partners to take this forward.

Fiona Kinghorn echoed previous comments of strong partnership working; she added that the Wellbeing Plan had a visionary aim to make access to services fair to the population across Cardiff. Co-working will bring together thinking to shape the strategy, which will include a suite of actions, of which the NHS is just one of the Key influences needed. Joint working enables planning for primary care in conjunction with, for example, the LDP. Further examples of joint working were provided including Apprenticeships and the Older People and Prevention agenda.

David Bents reiterated the strong history of partnership working with examples of Community Safety, Education and Safety for Children leading to Safer Adults; stating that this continuing success was a primary objective. He added that Home Safety Checks are shared with partners. The Challenge of deliberate and accidental dwelling fires remained a priority and partnership working was essential to address this. Involvement in Domestic Violence, Safeguarding and Dementia training was also outlined.

Gareth O'Shea stated that the main challenge was to get NRW central to discussions in PSB and getting NRW and the Environment seen as a service provider rather than a piece in the planning process or even a 'blocker' to getting things done in the City. Another challenge was stated as the ability to work at scale; NRW is not a huge organisation but needs to work across the whole of Wales. He added he was keen that NRW and the Environment was integrated into delivery of the action plan and involved in future development, getting green infrastructure recognised and right and tackled together upfront.

Stephen Jones noted a challenge of 70% of demand on South Wales Police is not crime related, so there was impetus to work with partners to manage that and develop interventions and signposting to the appropriate services. He gave an example of the 18-25 pathway that was seeing real impacts. With reference to vulnerability and deprivation, there was a focus on shaping services, a significant increase in staff in the protecting vulnerable persons department, providing timely interventions, dealing with issues today in a much more joined up approach including co-located services. Another challenge was noted as Strategic Policy requirement with SWP attending over 400 major events a year and the pressures that brings which could be addressed without the support and assistance of partners and colleagues.

Sheila Hendrickson-Brown stated that for the third sector there had been a positive response for the approach the Wellbeing plan creates; there was an ambition to change the way things are done and how the third sector can influence that. There were challenges with regards to funding with increasing population and decreasing resources. It was imperative that the third sector was seen as an equal partner in the arrangements and the delivery of the plan; with its expertise in harder to reach and disadvantaged people being recognised.

The Chairperson thanked witnesses for their contributions and invited questions and comments from Members;

- Members asked how the aspirations of the plan can be made into opportunities and not a burden. The Leader stated that he did not see it as a burden, there was a need to get things right or the delivery of services would be unsustainable and the material outcomes of the people in the City become worse. He saw the plan as an opportunity to reform services and materially improve the quality of life for the people of Cardiff.
- Members asked if there were any examples of new arrangements of service delivery that reflect an integrated approach to delivery of the objectives and how the outcomes would be measured. The Leader gave an example of the Multi Agency Safeguarding Hub (MASH) and how services there are blended together. With regards to measuring progress, he explained that there would be a set of measures against each objective in the plan, adding that not all were in the power of the PSB but it can monitor the direction of travel in the City.
- Members asked if they would see the targets and be part of the public consultation. The Chief Executive explained that it was a sequential process, the plan is set out, then there is an exercise to ensure a delivery partnership is in place and is effective at picking up various objectives. It was difficult to set

some targets at a City Wide Level, such as CO2 emissions and GDA, while others are absolutely measurable and would be set at an early stage. With regards to public consultation, Members were advised that for certain points there was substantial UK evidence that would be used to set targets; there was a statutory timeline to work to, once a complete set of delivery plans and action plans were in place then they can be put out to consultation.

- Members asked if a results based methodology would be used and were advised that this was not formally used but the philosophy of use of data driven approach would be central.
- Members asked how to ensure that the individual organisations are aligning their policy frameworks to the commitments in the Wellbeing Plan. The Leader stated that from a Council perspective there was strong correlation between the Capital Ambition Plan and the Wellbeing Plan, he considered that at the highest level everyone buys into it and has a sense of ownership. This view was echoed by Maria Battle and Gareth O'Shea who considered their respective organisations were well aligned.
- Members asked if the PSB has its own budget or whether each partner deals with the aspirations that are relevant to them. The Leader explained that there was no centralised budget beyond the secretariat, which is why policy alignment is important. He added that it is more about how existing activities are directed to more collaborative working and that more details on the funding would come forward in the budget proposals.
- Members made reference to Objective 1 'A Capital City that works for Wales' and considered there was a slight disconnect between the objective and the commitments with regard to economic development. Members asked how to ensure that economic benefits to Cardiff benefits the whole of Cardiff and can also benefit the rest of Wales. The Leader stated that Objective 1 recognises the economic performance, marketability and campaign role of Cardiff as an economic dynamo for the rest of Wales. He noted that per capita, Cardiff was one of the lowest funded local authorities in Wales; £90 million of its business rates goes outside of Cardiff and 90,000 people commute into Cardiff every day, integrating economies so Cardiff was already working for Wales. He further added that Cardiff plays its part in meeting Wales wide targets set by the Welsh Government such as the number of Welsh speakers. In relation to the whole of Cardiff benefitting, Fiona Kinghorn stated that work was being done on needs assessments in parts of the City and gave the example of Children First in Ely/Caerau. The Leader added that there was work to be done to ensure that all benefit from Major events etc. and also stated that there was a move away from out of town business centres and gave the example of Central Square being at the heart of the City, accessible by public transport for all.
- Members referred to Objective 3 and empowering communities and asked if the PSB would ensure that communities are effectively and meaningfully contributing to the shaping and delivery of the plan and how hard to reach communities would be included. Members were advised that there would be online consultation as well as focus groups based in locations across the City that would feed into the plan. Stephen Jones added that as a service they

recognise that they do not reflect the community they serve, so they have established a Representative Workforce Group, they directly recruit PCSO's from BME communities, they have community cohesion programmes and exploit every opportunity they can to be more representative of other people's views with the help of the third sector who have vast experience in this.

- Members noted the strong history of partnership working and asked for clarification on how this was a big change. The Leader stated that the significant change was the stronger read across between objectives in the Wellbeing plan and the political aspirations of Capital Ambition; the history of partnership working was strong but it was important not to be complacent.
- Members considered there was some confusion between Commitments and Outcome Indicators. Officers advised that these could be reviewed as it was still in the consultation stage.
- With regards to terminology, Members noted the phrase 'manage population growth' and considered this should read 'manage the impact of population growth'. Officers agreed with this change.
- Members were concerned about the omission of Private Sector, Business or Charity in the document and that these needed to be considered in the outcome indicators. The Leader stated that one ambition of Capital Ambition would be partnership with the Private sector, adding that it was not a closed document, the working is there and would progress. Maria Battle added that there was demonstrable commitment to partnership working with all and if this was not clear in the document then it was a drafting issue rather than a working practice. Sheila Hendrickson-Brown added that the partnership with third sector was positive and they would build on what has been achieved so far, adding that examples of initiatives they are involved in have been cited and the commitment is there.
- Members asked in relation to strong partnership working, how this knowledge would be used to inform the delivery of integrated services through partners. The Leader stated that all organisations have a strong track record of looking at best practice.
- Members asked if the Wellbeing Plan would be Health Impact assessed. Fiona Kinghorn stated that yes it would be, there were different levels on which it could be done and it would be welcomed, especially in the planning stage as it informs the target setting process too. The Leader gave his commitment to look at this.

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

98 : DELIVERING CAPITAL AMBITION (TO FOLLOW)

The Chairperson invited Councillor Huw Thomas, Leader, and Paul Orders, Chief Executive to present this item.

Members were advised that this was opportunity to inform the Policy Consultation, the item would come before the Committee as a pre-decision item in December.

The Chairperson invited the Leader to make a statement in which he said that he considered this item to be very early pre-decision, there was no report just a presentation but that speaks to the content currently envisaged in that report. He added that the item was very timely and was a good use of scrutiny time.

Members were provided with a presentation which outlined the Realignment of the Corporate Plan and Budget; Alignment with the partnership framework (including the Public Service Board and Wellbeing Plan) and Establishing a 4 year Capital Ambition Delivery Programme.

The Chairperson invited questions and comments from Members;

- Members asked if there was an opportunity to integrate the Corporate Plan, Capital Ambition Delivery Programme and Organisational Development Plan into one Strategic document. The Chief Executive advised that Capital Ambition Delivery Programme would feed into the Corporate Plan which was the key planning document for the authority.
- Members made reference to the headline that committed to providing an excellent school for every child in Cardiff but noted that there were no further details such as dates and which schools were considered to be excellent. The Chief Executive stated that there would be more information in further reports, there needed to be a target setting exercise in the first instance and this needed to be appropriately challenging.
- Members referred to fundamental reviews and noted that previously some service areas such as Waste Management had been excused scrutiny. Members asked if future fundamental reviews would be systematic or selective. The Leader stated that they would be systematic as appropriate to deliver the aspirations contained in the Capital Ambition plan; critical areas would however be prioritised.
- Members considered there appeared to be some disconnect with what had previously happened and made reference to historic under investment in roads and the disbanding of the Cardiff Business Council. The Leader stated that there had been demonstrable performance output with regards to roads but noted that more was needed and that significant investment was needed for this. He stated that he agreed with the disbanding of the Cardiff Business Council, he has met the former Chair to discuss how they could work together in the future. There had been a Business Forum specification from Welsh Government, which Councillor Goodway was working to put in place; this would complement and not compete with the regional work underway to support the City Deal.
- Members asked for more information on a plan to develop a business case for a new County Hall and whether there had been a cost benefit analysis undertaken. The Leader explained that there was not much detail on this at the moment; the current County Hall costs £2.3 million per annum to run, which did not include maintenance costs which were increasing. There was

an opportunity to look at a business case for a new County Hall and how this could complement other Economic Development projects in the City.

Members asked if there were any details on potential locations and which Economic Development projects; the Leader explained there were no details at this stage, it would be the same model that led to the development of the current County Hall and would be driven by the agenda which locates staff in less properties and savings seen as a result of this.

- Members noted that there had been support from across the Council for the new delivery programme with staff being on board which seemed very positive, and asked if this would continue and if so how this would develop. The Leader stated that he sees the Council as an organisation that is politically led and professionally managed, the interface with staff is critical and the council's agenda cannot be delivered without them. There had been recent engagement events with staff which had involved all Cabinet Members, this had started a programme of continuing engagement with staff to listen and hear their concerns. He added that it was important to empower staff and find ways of making that happen.
- Members made reference to savings from Digitalisation and asked how this was captured in Capital Ambition, particularly when transformation from digitalisation could potentially be a ten year project and there were the added complexities of translation into Welsh too. The Leader considered this a fair point and noted the Challenges of bilingualism especially for the Council's Planning Portal; he stated it was not a challenge that can be met overnight but a change programme should be built around objectives, milestones set and all informed and mandated by Policy direction. The Chief Executive added that one task was the Medium Term Financial Plan, there was a veneer of digitalisation in place but it was still an overwhelmingly manual process; School Admissions was now online but processes underpinning it were still manual; there were big questions on automating processes end to end and more work was needed.

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

99 : COMMITTEE BUSINESS

Members were advised that there were three sub groups underway and were provided with an update on the progress of these groups as follows;

Managing the Estate and Corporate Landlord Model – the first meeting had provided an opportunity to discuss the scope and the paving report; witnesses who provide political leadership would attend and there would be input to provide key background information. John Dunne would attend the second meeting and advise on best practice. The third meeting would look at the maintenance backlog of the Education Estate and assess how the Corporate Landlord Model could impact on this. The task

and finish group were keen to produce a targeted report with a limited number of focussed recommendations, looking at how this issue genuinely impacts residents.

Customer Leadership – the first meeting had been held at Willcox House and evidence had been provided by the Customer Services Team; it was considered that further internal evidence would be useful. The second meeting would hear evidence from the Chief Executive and Matt Wakelam, with external evidence provided by Mike King, Senior Manager at Admiral, and potentially evidence from British Gas, Dwr Cymru and the welsh Contact Centre.

Performance Panel – this would meet quarterly to look at Corporate Performance, any areas of concern would be escalated to the main committee. Panel members had met with Joe Reay and outlined their expectations and asked for areas of concern to give a lead to start to the process. The first meeting was scheduled for 29 November 2017, panel members will receive training in interpreting the performance reports.

100 : ANY OTHER BUSINESS AND DATE OF NEXT MEETING

The next meeting was scheduled for 6 December 2017 at 4.30pm.

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