

## **POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

**12 JANUARY 2016**

Present: County Councillor Howells(Chairperson)  
County Councillors Hunt, McKerlich, Murphy, Thomas, White,  
Wild and Sanders

### **63 : APOLOGIES FOR ABSENCE**

Councillor Goodway

### **64 : DECLARATIONS OF INTEREST**

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

### **65 : MINUTES**

The minutes of the meeting of the Policy Review and Performance Scrutiny Committee 1 December 2015 were approved as a correct record and signed by the Chairperson.

### **66 : PARTNERSHIP SCRUTINY: WHAT MATTERS - 2015 REVIEW**

The Chairperson welcomed the following:

- Councillor Phil Bale, Leader Cardiff Council
- Paul Orders, Chief Executive Cardiff Council
- Sarah McGill, Director Communities, Housing & Customer Services
- Rachel Jones, Policy, Partnerships and Citizen Focus Manager for Cardiff
- Sharon Hopkins, Executive Director of Public Health, Cardiff & Vale University Health Board
- Sheila Hendrickson Brown, Chief Officer, Cardiff Third Sector Council
- Superintendent Steve Jones, South Wales Police

The Chairperson advised Members that this Committee was currently the Council's designated Committee for the overarching scrutiny of public service partnerships and as such the Committee would engage with the Cardiff Partnership Board as a routine part of their work programme going forward. The Committee had two aims, as they were required to consider governance arrangements for the future scrutiny of the Cardiff Partnership Board (CPB) and also scrutinise the central strategic document of the CPB, the 2015 Review of What Matters 2010-2020 Ten Year Strategy.

The Chairperson invited Councillor Bale to make a statement.

Councillor Bale explained that following a recommendation from the Wales Audit Office one of the priorities for Cardiff was to enhance partnership working. The What Matters Strategy was significant for Cardiff in order to adapt to new working practices and delivery of the partnership agenda was essential. The Well-Being of Future Generations Act would be supported through this channel.

The Chairperson invited Cardiff Partnership Board (Rachel Jones) to make a presentation.

The Committee received a presentation on the 2015 Review of the What Matters 2010-2020 – Ten Year Strategy.

The Committee heard that this was a Single Integrated Plan brought together from the previous Community Strategy; Community Safety Plan; Health, Social Care & Wellbeing Strategy and the Children & Young People's Plan into one document with seven shared outcomes. This would also evolve into the new Wellbeing Plan in 2018 as part of the Wellbeing of Future Generations (Wales) Act requirements.

The Committee noted the key themes for future service delivery:

- Austerity
- Growth
- Sustainable Development
- Service Integration
- Early intervention
- Behaviour change
- Citizen power
- New technology
- Responding to local priorities

The Chairperson thanked Officers for the information provided and invited Members of the Committee to ask questions to the whole panel focusing on the Review and the Board's current achievements/ effectiveness.

Members of the Committee drew attention to the Council's Corporate Plan and asked how this interlinked into the What Matters Strategy.

Councillor Bale explained the What Matters Strategy was the overarching strategic plan which priorities within the Council's Corporate Plan, Cardiff Liveable City document and Directorate Delivery Plans fed into.

The Committee drew attention to the connection between all partners and following the first five years were concerned there was no mechanism in place for measuring the outcomes and asked what was expected of the partnership in the future. There was no clear understanding or evidence of how the Board measured its achievements.

The Committee was assured the Board was developed out of a myriad of different partnership arrangements, with subsequent thorough analysis to support their common themes. No agreed outcomes had previously been established, but work was being developed through previous partnership objectives. Over the five years common purposes were recognised, through valued connections and respective corporate plans working towards a greater level of consistency. The development of the What Matters Strategy had led to the agreement of 7 shared outcomes across partners for the first time.

Members of the Committee were assured there was an improvement in understanding, the development of neighbourhood profiles and the benefits of a needs assessment made possible by partners sharing data.

The Committee was concerned with the amount of duplication taking place between partners and asked if these recognised outcomes between partners were consistent and if so would they reduce costs. In response the Committee was advised that a reduction in costs had been recognised with the development of joint data sharing. This had contributed towards a reduction in duplication and partners working towards best value for money.

Members of the Committee were informed of the partnership resources in place to support the Board. The costs were being shared with all partners contributing different skills and abilities. The Council provided a small service core secretariat of support officers, including a proportion of the Operational Managers role.

The Committee asked what focus the partners were directing towards local neighbourhood activity and how this was being fed down to grass roots. In response the Committee heard from the Police who explained that the neighbourhood structure was more responsive in dealing with issues such as the late night economy. Both Police and Health worked in partnership to support events in the city and were developed on a local basis with welcomed input from community members.

Members were advised that as a result of the partnership in place a network themed under the principles of the What Matters Strategy was in place to support 'hard to reach groups'. An example of the input from Community Council's in London was provided to support this, which outlined best practice at local level providing greater community resilience. Local Forum's had been established to support this encouraging residents to engage in community matters including community safety.

The Committee was advised that as yet Health was not as aligned at a local level as some of the partners. However, progress could be seen with the development of General Practitioners and Dental Practices being brought into the health clusters.

Members of the Committee were keen to be provided with information on the stakeholders consultation plan. It was advised that this was an ongoing process as part of the consultation and engagement procedures. Social media was being used as a tool to enhance engagement and was part of the What Matters agenda.

The Committee stressed the importance in the understanding and development of neighbourhood profiles and the benefits of a needs assessment, especially with the introduction of the Social Services and Wellbeing Act 2014 and the Well-being of Future Generations Act 2015.

Members of the Committee were pleased to learn and supported the Board's representation to Welsh Government to ensure needs assessments and other data set development were shared to avoid duplication of effort with one set of outcomes produced.

The Committee was advised that all of the partners were aligned with a common purpose to share intelligence and improve neighbourhood involvement, including hard to reach groups.

Members of the Committee were assured that there were currently arrangements in place for the Cardiff Partnership Board to scrutinise its own operations and to provide quarterly and annual reports to Welsh Government. It was noted there was currently a temporary decommissioning of the Local Service Board Scrutiny Panel.

The Committee recognised that partnership working was developing however, on occasions there seemed to be limited communication channels between partners at local level. Events that affected communities were not always being communicated to all partners and Members sought information on what mechanisms were being used to resolve this.

The Committee was assured that channels of communication between the partners were robust and had clear lines of responsibility. The development of MASH (Multi Agency Safeguarding Hub) was an example of how far the partnership had developed. The partners recognised collective responsibility was essential for development; along with accountability to the communities they served.

RESOLVED: That the Chairperson of the Policy Review and Performance Scrutiny Committee write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached)

67 : DRAFT CORPORATE PLAN 2016/18

The Chairperson welcomed:

- Councillor Phil Bale, Leader Cardiff Council
- Paul Orders, Chief Executive
- Gareth Newell, Head of Cabinet Office

The Chairperson advised Members that the Corporate Plan was refreshed annually and a key role of this Committee was to scrutinise the overall structure and direction set out in the Corporate Plan, and the process for its development. It was the Council's key strategic document linking the outcomes set out in the 'What Matters' Plan. This early consideration of the draft Corporate Plan presented an opportunity for the Committee to help inform its development. The Committee would have a further opportunity to consider the final draft for presentation to Cabinet on 17 February 2016, alongside the 2016/17 budget proposals.

The Committee were provided with an updated copy of the Corporate Plan and received a presentation.

The Committee noted the hierarchy of strategic plans and the priorities and objectives. In response to the Wales Audit Office assessment in March 2014, the outcomes were positive and stated that the Council had made a step change in improving the quality of its 2015 – 2016 Improvement Plan when compared to the previous year. The timetable was outlined and would be taken to full Council in February 2016.

The Chairperson thanked Officers for the presentation and invited Members of the Committee to ask questions.

The Committee was of the view this plan was a vast improvement on last year's plan. Reference was made to the Well-being Goals listed as part of the What Matters Strategy and Members asked what the Council's priorities were as they were not listed.

Members were advised that taking into account the hierarchy of business planning documents, where the Corporate Plan was silent on Council specific tasks set out in the overarching What Matters Strategy, they would be picked up in the relevant Directorate Delivery Plans.

The Committee suggested that where the Plan listed its commitments and measures, ordering the 'commitments' in line with 'measures' would improve readability and strengthen the document. The foreword by the Leader was also referred to and Members asked the Leader to reflect on the use of the word "drawbacks".

Members were concerned the draft report did not contain benchmarks in order to monitor whether targets had been achieved. In response the Committee was assured that council targets would be added to the document when Quarter 3 results became available.

The Committee was of the view that inclusion of targets and outcomes of the previous, current and forthcoming years, culminating in a three year trend would be an improvement on the plan.

Members felt it was necessary to monitor the plan, in order to provide feedback to residents on the Council's priorities. Further, a section on 'Delivering for Cardiff' would be useful to outline the outcomes. In response it was noted that a similar section was incorporated into last year's plan, which reflected the delivery of Council services.

RESOLVED: That the Chairperson of the Policy Review and Performance Scrutiny Committee write to the Leader and Chief Executive to thank them for attending the meeting and set out the comments made by Members (letter attached)

68 : COMMITTEE BUSINESS

1 – Correspondence

The Committee noted the content of the report and appendices.

69 : DATE OF NEXT MEETING

17 FEBRUARY 2016 AT 10:00AM IN COMMITTEE ROOM 4