

## POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

11 OCTOBER 2021

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

### 29 : APOLOGIES FOR ABSENCE

None received.

### 30 : DECLARATIONS OF INTEREST

Cllr Mackie declared a personal interest as she has a family member who is the Head of Integrated Care and Cllr Mackie is also a trustee of Cathays Community Centre which is running the Prevent Programme.

### 31 : MINUTES

The minutes of the meeting held on 21 September 2021 were agreed as a correct record.

### 32 : CARDIFF PUBLIC SERVICES BOARD

The Chairperson welcomed the following witnesses to the meeting:

External witnesses:

- Alun Michael, Police & Crime Commissioner
- Charles Janczewski, Vice Chair of Cardiff PSB & Chair of Cardiff and Vale University Health Board
- Abigail Harries, Executive Director of Strategic Planning Cardiff and Vale University Health Board
- Fiona Kinghorn, Executive Director of Public Health, Cardiff and Vale University Health Board

And from Cardiff Council:

- Councillor Huw Thomas, Chair of Cardiff PSB & Leader of Cardiff Council
- Paul Orders, Chief Executive of Cardiff Council.
- Gareth Newell, Head of Performance & Partnerships, Cardiff Council

The Chairperson advised Members of the context for this scrutiny, that it is Committee's statutory responsibility to undertake strategic overview scrutiny of the PSB's performance. Publication of the Board's Annual Report provides a good opportunity for that. The Well-being of Future Generations Act and the Council's Constitution confers on committee the power to make recommendations to the PSB in respect of its functions or governance arrangements and copy its recommendations to Welsh Ministers and the Future Generations Commissioner. The extremely challenging circumstances since March 2020, and the PSB's central role in finding city-wide solutions during the pandemic, made it rather difficult for

Committee to scrutinise partnership work last year, and Committee look forward to hearing from partners and looking ahead to the post pandemic task ahead.

The Chairperson invited all witnesses to address Committee and make opening remarks, after which Members were provided with a presentation from Officers and invited to make comments, observations and ask questions of the witnesses.

Members noted the key priorities of the PSB as being Climate Emergency, Tackling Inequalities, Young People and Prevention.

Members were concerned about the Youth re-offending figures and were advised that these were partly down to the time lag in implementing steps to address the issue, this has now been done so figures should improve. Members were advised that there is more work to be done looking at the type/nature of crimes, targeting the most vulnerable young people and joining up services to take a more holistic approach.

Members were impressed by the work of the PSB throughout the pandemic and asked how this momentum and energy could continue going forward, post Covid. Members were advised that lessons had been learnt and more importance was placed on teamwork rather than committee work; the strength of the relationships would be integral in tackling long term challenges such as Climate change.

Members discussed measuring progress and were told that a trend analysis report was due in November and Members were welcome to look at this in a future scrutiny meeting.

A discussion took place around Safer Neighbourhoods and how statistics could be improved. Members were advised of a number of measures such as new Police projects on Domestic Abuse, tackling perception versus fact whilst still acknowledging that the perception of crime is an issue, improving the public realm, Cardiff being a family and age friendly City, more Police visible on the streets and the importance of the Community Safety Partnership work. Members were also advised that Cardiff compares well with other Core Cities on this.

Members asked about sharing assets and were advised that discussions had taken place between partners estates officers to look at what could be done such as the CRI facility and shared touch down points going forward.

Members asked how the PSB could maintain its strategic view, beyond 2021 and Covid. Members were advised that the PSB would use its leadership in tackling the big issues, focus on prevention, use the trust and ambition that has developed in the context of the discussions and addressing issues going forward.

In relation to Domestic Abuse/Violence, Members noted that this was not a stand-alone issue and that there were a number of interconnected issues that lead to this. Members noted the importance of partnership approaches in this area.

Members stated that Health Inequalities in Cardiff had been identified some time ago and asked about measuring progress in this area. Members were advised that the PSB has been carrying out work in this area but there was always more to be done; it was important to maintain momentum and a focus going forward would be to identify a small number of issues in the City and tackle these in partnership.

In relation to the limitation of the PSB, Members considered there may be scope to increase the diversity of the partners in the PSB.

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

### 33 : RECOVERY AND RENEWAL PROGRAMME

The Chairperson welcomed Cllr Chris Weaver, Cabinet Member, Finance, Modernisation & Performance; Chris Lee, Corporate Director, Resource; Gareth Newell, Head of Performance & Partnerships and Donna Jones, Assistant Director, County Estates, to the meeting.

The Chairperson reminded Members that Committee has responsibility for scrutiny of the Council's arrangements for organisational improvement. In May Committee heard that the Cabinet would put in place the *Renewal and Recovery Programme* to address the need for change and it would address encompass many action areas, such as hybrid working, digital improvement, improved community working, service recovery, and a greener recovery, supported by robust financial & performance management and a programme of staff engagement. Work has commenced on this, and Committee had the opportunity to consider progress. This is a key programme for the Council and one the Committee can expect to monitor regularly.

The Chairperson invited the Cabinet Member to make a statement, after which Members were provided with a presentation from Officers and asked to make any comments, observations or ask any questions;

Members noted that this was a considerable change in culture and process and that it was very important that people understand about individual's roles and deliverables. Members considered that a lot of work was needed on the managers part and a change in leadership style was required. Officers agreed that it was a challenge, but it was an opportunity to increase productivity through a change in culture. Officers had been reassured by the last 18 months and would start a project in November/December to look at the change in management approach.

Members sought assurances that managers who may struggle with the change to hybrid working would get support. Officers assured Members that they would, it was important to identify those who are struggling and to identify what they require in terms of support. Managers will also be supported to deliver services and to agree with staff the ways in which they want to work. Managers would be encouraged to ask for support and it was important they feel comfortable doing so. There would be ongoing engagement with managers and staff and feedback would be sought on the support put in place.

Members discussed measuring productivity and Officers explained that the majority of people in the survey considered their productivity had increased which was encouraging; measuring productivity going forward would be down to good performance management procedures.

Members referred to the survey results on increased flexibility and asked what officers read into this. Officers explained that the results were high level at the moment with little detail below them but generally employees found that flexibility enabled them to carry out caring responsibilities, being able to order their lives and structure their day accordingly. They found that a better work life balance made them

more productive, and they saved time in their day not having to commute. There was also some work to be done on core office hours going forward.

Members noted that ICT have requested an analysis of the detail in the survey results on ICT equipment and issues; they want to understand any barriers in relation to software or hardware etc.

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

#### 34 : COMMITTEE BUSINESS

Members were updated on correspondence since the last meeting.

Members were reminded that last month Committee scrutinised the Scoping Reports for the Cardiff Replacement Local Development Plan, as did all other scrutiny committees. The outcome agreed by Scrutiny Chairs was that the Environment Scrutiny Committee would lead the task group and membership would be open to representation from all Scrutiny Committees, to ensure the full spectrum of issues covered by the five Terms of Reference are reflected in scrutiny of the Replacement LDP. This Task group will look at the Strategic Options stage. The Chairperson invited expressions of interest from Members of the Committee in being a part of the Task Group and asked that any interest be conveyed to the Principal Scrutiny Officer.

The Chairperson explained that Committee's Performance Panel has a growing remit in light of the new arrangements to address the Local Government (Elections) Wales Act and welcomed volunteers to participate. The Chairperson invited expressions of interest from Members of the Committee in being a part of the Performance Panel and asked that any interest be conveyed to the Principal Scrutiny Officer.

#### 35 : URGENT ITEMS (IF ANY)

None received.

#### 36 : DATE OF NEXT MEETING- 17 NOVEMBER 2021

The meeting terminated at 7.05 pm