

## POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

17 JANUARY 2017

Present: County Councillor Howells(Chairperson)  
County Councillors Hunt, Murphy, Sanders, Thomas and Walker

### 49 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Goddard.

### 50 : DECLARATIONS OF INTEREST

No Declarations of Interest were received.

### 51 : MINUTES

The minutes of the meetings held on 15 November 2016 and 6 December 2016 were agreed as a correct record and signed by the Chairperson.

### 52 : CARDIFF PUBLIC SERVICES BOARD: WELL-BEING ASSESSMENT

The Chairperson welcomed Councillor Phil Bale, PSB Chair & Leader of Cardiff Council; Maria Battle, PSB Vice Chair & Chair of Cardiff and Vale UHB, Paul Orders, Chair Executive PSB & Chief Executive of Cardiff Council; Sheila Hendrickson-Brown, Vice Chair Executive PSB & Chief Executive Officer of Cardiff Third Sector Council, Joseph Reay, Head of Performance & Partnerships and Gareth Newell, Operational Manager Partnerships & Community Engagement to the meeting.

The Chairperson invited the Leader to make a statement in which he said that Members would recall that in 2014 officers had been tasked with the first liveable city report, this was originally seen as an opportunity to highlight challenges faced by the Council and the City as a whole; the report now reflects new legislative framework and is subject to formal consultation before approval in March.

He added that it shows Cardiff as an improving City, managing growth pressures, developing individuals through that growth but that not all citizens are benefitting from that growth. He stated that it was important to be mindful of this and to focus on this. There were additional issues of inequalities across the City.

The Chairperson invited Maria Battle, PSB Vice Chair & Chair of Cardiff and Vale UHB, to make a statement in which she thanked the authors for a clear and accessible report; she added that there were some very positive messages within it but also some stark messages of inequality. Ms Battle stated that the report accords with the Health Boards strategy for future wellbeing, both show differences in life expectancy and health depending on which part of the City you live in; to address this is an issue reflected across all partners. Members were advised that population growth was unique to Cardiff in the under 6years and over 80's years, which provided a challenge for now and in the future.

Members were provided with a presentation on the Wellbeing Assessment and Liveable City Report 2017 after which the Chair invited questions and comments from Members;

- Members commended Officers for the huge amount of work that had gone into producing the report.
- Members made reference to Needs Assessment work and noted that work had been done on this in 2015, then again in May 2016 in preparation for this report and asked how needs have changed. Officers advised that the needs assessment done in 2015 has been updated and is present on the web tool. Questions of a qualitative nature on this were asked in the Ask Cardiff Survey; on a City level things have changed slowly but there have been changes in Educational performance, skills, youth unemployment and NEETS. The Leader added that it was important to note that parts of the city were changing very quickly; communities change and needs change as a result of this; the challenge was to understand the changes and learn from other projects that have taken place. He added that there was an opportunity through joint working to pool resources and address longstanding issues in areas such as Housing and Education, and these were things that the PSB could explore going forward.
- With reference to consultation, Members asked how the public would know about it, what it is for and how it could be accessed. Officers explained that the assessment sits on the Council website, the Liveable City report is what people will see and comment on.
- Members asked how the life expectancy and health figures compared to the rest of Wales; whether there was a correlation between deprivation and mental health and whether there is anything that can be done to address the issue. The Chief Executive stated that the figures in respect of Cardiff reflect trends in other UK Core Cities where there are huge macro-economic trends. To address the issues there was a need to integrate public services and bring together resources. Ms Battle added that the health service has been listening to what people want, which is health care in their communities where they can access it, in suitable localities and to include services for health and wellbeing such as cookery, gym, library as well as medical treatments. Officers added that there was a correlation between mental health issues and deprivation and this tended to be age related.
- Members referred to the 46 indicators and the stark contrast between some of the figures; Members asked how the data was used and how key priorities would be identified from the 46 indicators. The Leader stated when the PSB launched they identified a small number of things to focus on, he added that it was important to note that some things don't come through in one year and took some time to address. The Chief Executive added that in his experience of this kind of exercise it was important to manage a number of priorities and resource them effectively to have the right impact. With regards to the Health perspective, Ms Battle stated that they have over 60 indicators from the Government, and they can't all be delivered on so they chose 5, and agreed that as part of the PSB they will chose priorities based on consultation.

The Leader added that they would be engaging a challenge advisor to identify the key priorities in the City, using the Board model to identify new partners and ways of working to address issues such as Education and include the business community. It was important to put in place robust arrangements and focus on a small number of priorities.

In respect of the data, there were some restrictions such as census data but data was as up to date as it can be. The Leader added that there were other linkages between data sets such as the living wage, and encouraging opportunities through e.g. traineeships with partners, can build momentum and have a significant impact on things like NEET and deprivation.

- With reference to NEETS Members could not see a huge improvement from 2012-17, whereas good examples of reducing NEETS had been seen in Rhondda Cynon Taf. The Leader stated that there are representatives from the Welsh Government on the PSB, changes in National Legislation will help with making an impact and the Board is able to influence the government. From the Third Party perspective Ms Hendrickson Brown stated that with regards to Communities First the impact had been on the most marginalised and deprived communities, it takes time to build that trust in the communities and continuity of investment was important.
- Members sought assurance that people in the most hard to reach and deprived areas of the City had been reached to ensure that the Improvement plan reflects a true picture. Officers explained that they have engaged hard to reach people after looking at the analysis of Ask Cardiff they had put in place information on social media, using universities and working with the Third Sector; they went into workplaces where there had previously been a low BME response rate and supported this with focus groups, worked with the Refugee Council and worked more in the community.

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.

## 53 : CITY OF CARDIFF CORPORATE PLAN 2017-19

The Chairperson welcomed Councillor Phil Bale, Leader, Paul Orders, Chief Executive; Joseph Reay, Head of Performance and Partnerships and Dylan Owen, Head of the Cabinet Office to the meeting.

The Chairperson invited the Leader to make a statement in which he said that this had been a journey over a number of years, especially with regards to the discussions with the Wales Audit Office. There had been improvements to the layout of the Plan including moving away from portfolios and focussing on key priorities; including growth budget process and reflecting future generation commitments. Targets would be added in due course.

Members received a Presentation on the Corporate Plan which included information on:

- Hierarchy of Plans
- Shaping the Corporate Plan
- Emerging Requirements of the Corporate Plan
- 5 Ways of Working
- Self Assessment
- Priorities: What we need to achieve
- Target Setting
- Engagement & Communication
- Next Steps

The Chairperson thanked officers for the presentation and invited questions and comments from Members:

- Members noted that the priorities in the Corporate Plan were different to priorities in the Liveable City plan and asked what the correlation was between plans. Officers explained that the various Plans had different timescales and this was not ideal; a self-assessment process was needed to give Directorates the opportunity to feed in to make the correlation between Plans seamless.
- Members asked whether there was any kind of post mortem undertaken on previous years' Plans in order to learn from achievements made. Officers advised that they fully appraise the Plan against previous commitments and future challenges. The Improvement Plan in October would look at what has been done, however this was constrained by Welsh Government and advice from Wales Audit Office. The Chief Executive added that they make the most of the Improvement Plan and establish principles to take into the Corporate Plan the following year.
- Members were concerned about the information in the Plan in relation to Vulnerable and Homeless people. The Chief Executive stated that Officers in the service area are aware that the figures have increased significantly in the past 18 months and there was work going on to understand the reasons for it.
- Members commended the work on Homelessness undertaken by Officers, Members noted the increase in Homelessness and that there is usually a reduction in April/May time but this was not the case in the past year.
- Members asked about the implications of the Future Generations Act, officers advised that there were similarities between the current Wellbeing objectives and some continuity of work and previous planning; lots of internal testing had been done with the commissioner and officers were fully mindful of legislation. The PSB would embark on a planning journey and any changes would be known in twelve months time; when delivery plans are in place officers will ensure that they are planning/acting/complaint with the Future Generations Act.
- Members asked how the political mandate could be aligned with the PSB strategy. The Chief Executive stated that partners understand the significance of political priorities and this is reflected in the planning therefore the plans are aligned.

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.

#### 54 : ORGANISATIONAL DEVELOPMENT PROGRAMME - PROGRESS REPORT.

The Chairperson welcomed Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance, Paul Orders, Chief Executive; Joseph Reay, Head of Performance & Partnerships; and Dean Thomas Operational Manager to the meeting.

The Chairperson invited the Cabinet Member to make a statement in which he explained that the Organisational Development Plan was a moving feast that came out of the WAO report, it was a vehicle for change. There were two key principles; Commissioning and Reshaping Services, People and Places which drive the organisation. The report would provide an update on the progress made in the last twelve months and would be the last report of the administration.

Members were provided with a presentation which included information on:

- Background of the Organisational Development Programme (ODP)
- Update on progress
- Links with budget savings
- Key next steps

The Chairperson invited questions and comments from Members:

- Members asked for an update on the CRM. The Chief Executive stated that discussions had been held with the support team, technical issues had been worked through including software, coding etc. and that work was completed just after Christmas, results of this work had been tested since then and an update report was due to be presented imminently. In practical terms, many databases needed to be joined up.
- Members made reference to the MASH and asked how well it was working to date. The Chief Executive stated that it has brought all key protection agencies together and to the front door; feedback and the Chief Executive's impression was very good. MASH is all about early intervention, working with South Wales Police on issues such as Child Protection, this has brought about an initial spike in numbers, as cases were now easier to report; however, the ability to respond has also speeded up. This was one of a number of measures to improve safety and was working effectively to date.
- Members noted that the RAG rating for office rationalisation was RED/AMBER and asked why this was if the project was making the expected savings. It was explained that it was a complex project, which was often deadline critical, for this reason it was never going to be GREEN as there were a range of issues involved in each move.
- Members asked if there was the leadership and management capacity to make the ambitions work. Members were advised that the Organisational

Development Plan had highlighted a need to develop staff in some areas; there was a need for some fresh thinking, on the job training in conjunction with Cardiff and Vale College and recruiting some new people. Meanwhile step changes have been made, sickness absence was down and the quality and number of PPDR's was up; it was noted that changes take time to embed. With regard to staff in social services, the Chief Executive noted that extra was being asked of people and there had been a need to increase capacity, MASH would not have been able to happen if capacity had not been increased.

- Members asked for clarification on the criteria required for bringing service areas into the Organisational Development programme and for service areas leaving the programme to go back to business as usual. Officers advised that there would be a significant change requirement or it could be for corporate visibility such as budget savings. It was added that there was room for further streamlining and that some service areas could be moved out of the programme. Before a project is closed the OD team work with the service area; a project report is produced and signed off.
- Members noted that the Corporate Plan should drive the projects too and asked if it then becomes less of a performance improvement vehicle and more a reshaping services as core business vehicle. Officers agreed that it would, it was a mechanism for bringing together project management and services and skills.

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.

55 : DATE OF NEXT MEETING

The next meeting of the Policy Review and Performance Scrutiny Committee is scheduled for 15 February 2017, County Hall.

The meeting terminated at Time Not Specified