

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

20 JUNE 2018

Present: Councillor (Chairperson)
Councillors Berman, Bowen-Thomson, Boyle, Cunnah, Mackie,
Murphy and Lister

1 : APPOINTMENT OF CHAIRPERSON & COMMITTEE MEMBERSHIP

At the Annual Meeting of Council on 24 May 2018, Councillor David Walker was appointed as Chairperson of the Committee and the following members to this committee:

Councillors Berman, Bowen-Thompson, Boyle, Cunnah, Lister, Hudson, Mackie and Murphy.

2 : TERMS OF REFERENCE

To scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives including:

- Council Business Management and Constitutional Issues
- Cardiff Council Corporate Plan
- Strategic Policy Development
- Strategic Programmes
- Community Planning & Vision Forum
- Voluntary Sector Relations
- Citizen Engagement & Consultation
- Corporate Communications
- Contact Centre Services and Service Access
- International Policy
- Cardiff Local Development Plan
- Equalities
- Finance and Corporate Grants
- Organisational Development
- Cardiff Efficiencies Programme
- E-Government
- Information and Communication Technology
- Council Property
- Commissioning and Procurement
- Carbon Management
- Legal Services
- Public Services Board

To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.

To assess the impact of partnerships with resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-governmental bodies on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance and service delivery in this area.

3 : APOLOGIES FOR ABSENCE

Councillors Hudson and Murphy

4 : DECLARATIONS OF INTEREST

Members 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.

5 : MINUTES

The minutes of the 16 May 2018 were signed as a correct record.

6 : PUBLIC SERVICES BOARD - GOVERNANCE ARRANGEMENTS

The Chairperson welcome the following Public Service Board Partners:

- Cardiff Council, Huw Thomas, Leader and Chair of Cardiff PSB, Paul Orders, Chief Executive; and Sarah McGill, Corporate Director People & Communities.
- Cardiff & Vale Health Board, Maria Battle, Chair and Deputy Chair of the PSB and Fiona Kinghorn, Deputy Director of Public Health;
- Natural Resource Wales, Gareth O'Shea, Executive Director of South Wales Operations;
- South Wales Fire Service, David Bents, Group Manager

The Chairperson advised Members that in line with this Committee's statutory responsibility for scrutiny of Cardiff's Public Services Board this is an opportunity to consider the governance arrangements proposed to deliver the Well-being Plan. 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 was 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

Paul Orders, Chief Executive provided the Committee with clarification on the responsibilities of the PSB.

PSB partnership was a statutory board, not the partnership for delivering all the Council's ambitions for the city, but that of delivering significant public service issues that cannot be delivered alone. Focus was directed towards delivery within joint working arrangements especially:

- Hospital Discharge
- Air Quality
- Supporting Families

These were Strategic issues which benefited from close collaboration. The Council also worked alongside regional partners involved in City Deal which were non statutory. The PSB focused on public service delivery in key areas. The Committee was familiar with the Corporate Plan and the high level of integration between the Well-being Objectives, which also required high level collaboration with partners.

It was essential that the PSB had the correct partners in place to support delivery and demonstrated strong commitments to deliver positive change. Governance arrangements had also been developed, which focused on the right issues with clear purpose.

Maria Battle, Chairperson of Cardiff & Vale Health Board and Deputy Chairperson of the PSB emphasised the important role of the PSB and the Programme Boards to deliver the Capital Ambition and Well-being plan, and parts of the Health Board Strategies. Working together across the public sector enabled delivery of priorities in the Wellbeing plan and developing the streamlined Governance arrangements. The Programme Boards also focused on the Well-being Objectives and steps in the plan. It was recognised that excellent relationships had been developed at both leadership and officer level.

The Committee received a presentation on the Cardiff Public Services Board Delivery Arrangements from Sarah McGill, Corporate Director, People & Communities.

The Chairperson asked why the reference to Scrutiny was not included in the presentation. The Officers advised that it was to avoid complexity on the chart.

Maria Battle advised the Committee that the PSB was going to deliver on a collective basis, which also included the additional Health issues being addressed.

Fiona Kinghorn, Deputy Director Of Public Health Wales, referred to the preventative measures in place and the progress being made through the joint working arrangements.

David Bents, South Wales Fire Service Group Manager spoke about Community Safety and the employability programme.

Gareth O'Shea, Executive Director of South Wales Operations, Natural Resources Wales (NRW) welcomed the PSB relationships, explained work was on-going to identify hooks within the Plan for NRW, primarily sustainability and sustainable growth.

The Committee drew attention to the structure being created through the boards and asked how the Well-being objectives were being developed as currently there were no Actions Plans.

Members were advised that Programme Brief's outlined various programmes and initiatives. Air Quality for example was being refined and the project reported to the

PSB. There was a great deal of alignment within the Corporate Plan and this would also bring together performance management arrangements.

The Committee recognised the alignment between the Corporate Plan and Well-being Plans, and asked how the mapping of plans by the individual organisations was being taken forward.

Members were informed of the 10 year strategy supporting healthy travel and sustainability. The challenges in place to ensure and promote delivery to fit in with the objectives, including the priorities for Cardiff. This was part of the governance arrangements to support joint delivery to ensure delivery of the shared objectives.

The Committee drew attention to the delivery arrangements emphasising the importance of creating an environment that challenged what the partners were doing.

Members of the Committee asked why the Community Safety Board had not met. In response, it was explained that the correct mechanisms for the delivery objectives for Community Safety were being addressed. The complexity was being addressed by Welsh Government who were looking at the structure around the PSB and agreeing the level of complexity.

The Committee referred to paragraph 26 of the Plan which stated:

“ To ensure integrated reporting, a similar approach will need to be taken to reporting progress against the delivery of the Cardiff and Vale of Glamorgan Area Plan to the Regional Partnership Board and integrated Health and Social Care Strategic Leadership Group”. Similarly, reporting arrangements to the Cardiff and Vale of Glamorgan Regional Safeguarding Board need to be clarified” and questioned the complexity and challenges that came from having multiple programme boards and Task & Finish Groups for example. Members were concerned about the number of meetings and were unclear as to whether the complexity would get in the way of delivery.

Members were advised the Corporate Objectives to be delivered may make the process complex. Some Boards had emerged based on delivery and other boards based on pre-existing structures. It was recognised that the PSB lends a degree of complication. However, significant simplification of partnership delivery arrangements could be seen in Cardiff as a result of the process.

The programme would continue to evolve and the joint arrangements would support delivery. The Healthier Wales Plan, focused on both Health and Social Care was an example of both Health and the Council focusing on delivering a common goal.

The Committee was concerned that the Health & Equalities commitment for research was non-specific in the Plan. Further, child obesity issues referred to in the Healthy Weight Strategy, did not have enough detail in the plan. Members also asked what were the specific issues and when would the specific targets and proposals be generated.

Members were advised that progress was recorded in Health & Equalities through indicators. Work was on-going with the PSB to develop and improve the Healthy

Weight Strategy and it was noted that further work was required, with focus being directed towards schools.

The Committee drew attention to the membership of the groups and the importance of involving voices from outside of the public sector. To date there seemed to be very little non-public sector voices on these boards. Further, the discrepancy in the size of boards, as some had only 6 members. How were the boards constituted, in order to ensure diversity on those boards.

Members were informed that it was essential to understand the activities of management of the boards, which focused on key projects and involved a range of partners. The boards were never intended to be representative bodies, they were about making progress and delivering on the key objectives.

The Committee was concerned with the impact of BREXIT and asked what the PSB Task & Finish group was going to do to seek input from the private sector, and how could the Committee monitor this.

Members were advised that it was essential to look at how business responded to BREXIT, along with looking at the impact on Core Cities.

The Committee was informed that activity in the programme boards would be monitored to get the correct skills base, and would be reported in the Annual Report.

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

7 : QUARTER 4 & OUTTURN PERFORMANCE 2017-18

The Chairperson welcomed the following:

- Councillor Chris Weaver, Cabinet Member for Finance, Modernisation and Performance
- Paul Orders, Chief Executive, Cardiff Council
- Christine Salter, Corporate Director Resources
- Joseph Reay, Head of Performance & Partnerships
- Andrew Simms, Operational Manager Performance

The Chairperson advised the Members this was an opportunity to review the Council's Corporate Quarter 4 performance position as at the end of 2017/18. The Committee was responsible for monitoring the overall performance of the organisation, and the actions taken to ensure that agreed targets and commitments set out in the Corporate Plan were delivered.

The Chairperson invited Councillor Weaver to make a statement.

Councillor Chris Weaver explained it was useful to scrutinise the report and appreciated the Committees comments on how useful the information was.. Continuous work was on-going to develop and refine performance reporting and feedback from the Committee was appreciated.

The Committee received a presentation, which outlined information on the following:

- Quarter 4 Performance update
- Future Direction
- 2017-2018 Performance Overview
- National Indicators – Public Accountability Measures (PAM) 2017/18

The Committee was informed that improvements had been recognised with robust indicators in place to track this.

The Committee asked that the Scorecard be provided in an alternative format as the current electronic design was difficult to read on a tablet.

The Committee was advised that part of the first quarter there had been sharper presentation of the information into the Capital Ambition and this was an opportunity to make improvements on how the information was presented. Changes to the National Performance Management Framework had resulted in indicators becoming relatively small and with discussions focusing on the Well-being Assessment in the near future it was vital to try and draw in more comparative information, as the Welsh data set was becoming limited.

Members of the Committee made reference to the red RAG rating in the report relating to sickness absence and social worker vacancy measures, and homelessness. What was the relationship between red measures and amber green, as 1% of red areas in the Council needed to be questioned.

The Committee was informed the commitment in the Corporate Plan was much broader than ambition and scope. This was an opportunity to give people flexibility to self-assess, with steps in place for mitigation.

Members of the Committee were concerned that only 57% of priorities were meeting their targets.

The Committee was informed there had been significant issues in Social Services, but positives were beginning to emerge, with periods of improvement being recorded. Robust targets were now in place to support development and improvement. It was acknowledged that sickness absence was an issue and was being addressed.

The Committee discussed the issue of sickness absence in detail, drawing attention to the days lost which exceeded 10. It was essential that officers be made aware of the consequences in relation to failure to achieve objectives, even in a large organisation such as Cardiff Council.

The Committee was provided with information on the outturn position for Commercial Services overspend. This was a combination of a number of factors relating to contracts finishing and savings not being achieved. Work with this Directorate was on-going and the main aspects were issues relating to Facilities Management and Commercial Transport Services. The Committee noted that scope in this area was diminishing.

Members heard there were a range of reasons why there were overspends in Commercial Services and the Directorate had carried out their obligations for delivery. The Performance Management process was in place and the Directorate had clear commitments to deliver.

The Committee asked why there had been a reduction in the Customer Satisfaction rate. In response the Committee was advised this would be reported back to Committee with an update.

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

8 : ANNUAL REPORT 2017/18

The Committee received its Annual Report prior to its consideration by Full Council.

RESOLVED: The Committee AGREED the Annual Report 2017-18 for presentation to Council on 21 June 2018.

9 : DATE OF NEXT MEETING

11 July 2018 at 4:30pm

The meeting terminated at 6.35 pm