

**SWYDDFA CYMORTH Y CABINET  
CABINET SUPPORT OFFICE**



**Neuadd y Sir**  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088  
www.caerdydd.gov.uk  
**County Hall**  
Cardiff,  
CF10 4UW  
Tel: (029) 2087 2087  
www.cardiff.gov.uk

Fy Nghyf / My Ref : CM41079

Dyddiad / Date: 22 February 2019

Councillor David Walker  
Chairperson – Policy Review and Performance Scrutiny Committee  
Room 271  
Atlantic Wharf  
County Hall  
Cardiff. CF10 4UW

Annwyl / Dear David

**Policy Review & Performance Scrutiny Committee – 20 February 2019**

Thank you for your letter dated 21 February 2019 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 21 February 2019.

I'd like to take this opportunity to thank the Committee for their role in developing the Corporate Plan, as well as the Chairs of all the other Scrutiny Committees in supporting the target setting exercise. I also welcome the fact that the Chair acknowledged the open and inclusive approach we have undertaken. I believe the approach can only strengthen the governance of the organisation and demonstrates why this Council is recognised as having one of the most progressive policy development and scrutiny arrangements in Wales.

In respect of the point that each Step needs a Performance Target, we do not believe there needs to be a one to one relationship, in all cases between, Steps and KPIs. Because it is not always appropriate to measure the progress made in delivering a step via a key performance indicator, the Council reports quarterly on the progress made against both the Steps and the KPIs within the Corporate Plan. For example, many of the Steps which relate to delivering major projects do not lend themselves to an organisational KPI. Furthermore, the significant improvement achieved in the Key Stage 4 Performance Indicator over the last 5 years cannot be directly attributed to any single Step, but a concerted body of work across a number of Steps. For these reasons a one to one relationship

**ATEBWCH I / PLEASE REPLY TO :**

Swyddfa Cymorth Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall, Glanfa'r Iwerydd / Atlantic Wharf , Caerdydd / Cardiff, CF10 4UW,  
Ffon / Tel: (029) 2087

**GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI**

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

**WORKING FOR CARDIFF, WORKING FOR YOU**

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.



between Steps and KPIs is not always the most appropriate way of tracking performance. However, where it is appropriate to include a KPI in relation to a Step, such as the number of Council Homes the Council has committed to delivering, then the Plan does include a corresponding KPI.

Improving the health and wellbeing of the citizens of Cardiff is one of the primary goals of Capital Ambition, with a particular focus on reducing the inequalities in health between our most and least prosperous communities. As discussed at the committee meeting, the Corporate Plan contains a wide range of commitments to address the wider determinants of health as defined by the Director of Public Health on behalf of the Cardiff PSB, including a focus on ensuring a good start in life, preventing violence and abuse, increasing and improving employment opportunities, improving the city's housing and its education system, creating strong and resilient communities with high quality parks and green space.

In addition to the above the plan contains a number of commitments in respect of encouraging health lifestyles. These include:

- Ambitious plans in relation to active travel including investing in walking and cycling infrastructure, expanding the successful NextBike scheme and ensuring all schools have active travel plans.
- A commitment to work with partners to increase participation in sport and physical activity
- The development of a Cardiff Food Strategy

As discussed at the Committee, the Director of Public Health is leading the development of a local response to the recently published healthy weight : healthy Wales consultation on behalf of the Cardiff PSB. I will seek to ensure that members have the opportunity to contribute to this work as it develops over the course of 2019.

Within your letter, you have requested several items of information. I have asked officers for the information in respect of cost and justification of agency work within Social Services and the other directorates. I have also asked the Head of Human Resources to provide the Committee with employee turnover rates and an overview of how posts are reviewed when they become vacant.

I would like to point out that all directorates are asked to identify savings of an equivalent level but it is at the discretion of each director as to how the savings target is allocated across their service having considered priorities and constraints. Over a period of time Cabinet Members work with directors, and collectively, to ensure that the savings proposed for consultation accord with cabinet priorities, service opportunities and pressures. In this way, the final savings proposals may not be consistent in quantum or proportion but are determined as fair and equitable across directorates within the financial constraints of the budget.

I repeat the point made at the meeting that Health & Safety appointed a dedicated training officer who as part of their duties will be able to provide training services to other customers thus delivering an income without an impact on the Council's Health & Safety service.

Your request that external consultant expenditure for the financial year would be useful to consider when scrutinising the following year's budget is noted and I will ask officers to note this for future years.

I note your view that the Review of Security costs saving proposal could be reduced in respect of its achievability risk rating and have asked officers to consider that amendment.

Having reflected on your views in respect of the savings proposals relating to both webcasting and ceasing the printing of papers for members and senior officers, I have asked that the savings proposals be mitigated during 2019/20 by a drawdown from the Governance & Legal Services earmarked reserve. The webcasting saving will be offset entirely in order to create time for new arrangements to be considered while the printing of papers saving will be supported by £6000 to enable officers to ensure that appropriate levels of printing can continue in 2019/20 while a longer term assessment of need is developed. This will enable officers to maximise the saving as much as possible but with recourse to the earmarked reserve where it is not possible.

I hope that this letter captures all the points raised in your letter and thank you again for your support in the budget process.

Yn gwyir/Yours sincerely

A handwritten signature in black ink, appearing to read 'C. Weaver', with a stylized, flowing script.

**Y Cyngorydd/Councillor Christopher Weaver**  
**Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member**  
**for Finance, Modernisation & Performance**

