

## **Chair Introduction**

- Chair explained the role of the panel is to be a critical friend.
- The chair then went through the terms of reference of the panel
- Everyone was happy with Terms of Reference.

## **Richard Rowlands**

- RR explained that he manages the Corporate Performance Team
- Ben Smith is his manager and Sarah Caulkin is the Corporate Director of Resources
- His responsibilities are around performance, risk management and some duties around audit
- He also has overview of the management framework including reporting and development of KPIs
- His department set the guidelines for performance and helps departments to manage them
- The department collects data regarding the KPIs and this feeds into Corporate Management Team, Cabinet and Scrutiny. The department also ensures guidelines and procedures in relation to this are followed
- RR stressed that his department are not responsible for the actual performance of departments and scrutiny would need to speak to that department directly for information
- RR can explain trends and analyse the data but reasons for upturn and downturn will need to be addressed to departmental managers
- RR aim is accountability and improvement and they develop quarterly reports and end of year reports

## **Questions for RR and discussion**

- Chair – Who sets these targets
- RR – this lies within the service but is set within guideline from RR and tested against frameworks. It then goes to Heads of Service for discussion, Corporate Management Team and Cabinet to agree and set
- Chair – Are these being realistically set? It is the Panels function to scrutinise this. It is important to note that performance can't always improve
- MJ – We can write letters to the departments requesting extra information on performance if required
- DT – Do the officers from RR department challenge targets set by officers?
- RR – Yes but if the department or measure is new it is good practice to let it run for a year then review it to get a baseline
- PHW – How much science goes in to setting these targets?
- RR – We use information where available but it can be an art. If we are looking to improve then targets can be stretched and floor and ceiling targets can be set
- CH – Sometimes targets change as an ongoing practice. For example the service may change and it may be different from last year
- PHW – You would expect to see an increase in KPIs annually

- RR – We need set and stable ones so we can judge year on year but opinion and regulation changes causing fluctuation rather than stability. These changes have an impact. The WBFGA 2015 has changed performance indicators hugely.
- PHW – All KPIs are assessed annually and changed can we have information on what which ones have changed and why? Can we have a report on old, new and why?
- RR – Adjusted targets to satisfy the WBFGA 2015 have been changed for relevance rather than improvement, therefore comparing year on year is difficult because the two countries have different performance frameworks in place.
- IM – How do we compare nationally with England?
- Wales and England's performance is not really comparable.

### **Work plan**

- Times and dates were unanimously agreed by the Panel.
- Some changes will be made to the work plan as the Panel develops
- There may be some commissioning reviews yet to be scheduled into the work plan once dates have been announced

### **Actions**

#### **From RR.**

**Can we have a new report on KPI changes and why. What impact has/will this have?**

**Update: Emailed RR on 3.8.17**