

EFFECTIVE SCRUTINY OF Q4 PERFORMANCE

Quarter 4 Performance Reports

This Committee reviews the performance of the following Directorates:

- Economic Development - *all areas except for Commercial Services¹ and Corporate Landlord/ Asset Management².*
- People & Communities - *Hubs, Libraries, Into Work and Adult Community Learning elements.*

The following sets out which sections of the appendices to focus on:

Cllr Merry/ Cllr Thorne/ Sarah McGill

- **Appendix A** - please focus on **Section 1.3** re supporting people into work and education – *Cllr Merry, Cllr Thorne & Sarah McGill*
- **Appendix B** – please focus on **Section 4.1** re Hubs and Libraries – *Cllr Thorne & Sarah McGill*
- **Appendix C** – Communities Directorate Q4 performance report – please focus on the information for **Strategic Directorate Priorities 1 and 7**– *Cllr Merry/ Cllr Thorne/ Sarah McGill*

Cllr Bradbury/ Cllr Goodway/ Neil Hanratty

- **Appendix D** – please focus on **Section 3.1** and those marked **ED** – *Cllr Goodway & Neil Hanratty*
- **Appendix D** – please focus on **Section 3.4** and those marked **ED** – *Cllr Bradbury & Neil Hanratty*
- **Appendix E** – Economic Development Directorate Q4 performance report – please focus on the information for **Strategic Directorate Priorities 1, 2, 3, 7** (harbour authority & parks) **and 8** (sport & leisure) – *Cllr Bradbury/ Cllr Goodway/ Neil Hanratty*

¹ Scrutinised by Environmental Scrutiny Committee

² Scrutinised by Policy Review & Performance

Key Questions to Ask Re Quarter 4

1. Has the service met its targets/ objectives?

- a. If not, why not and does the Council need to change what it is doing?
- b. What are the implications of not meeting a target?
- c. Were the targets/ objectives stretching?

2. If performance has changed in a specific area, why is this?

- a. Improved performance – are there any lessons to learn/ share?
- b. Reduced performance – what do we need to change? How will managers address poor performance? How will we ensure that particular issues do not re-occur?

3. What areas of improvement do we need to focus on in 2018/19?

4. Are there any challenges/ risks facing service delivery in 2018/19?

- a. If so, how are managers addressing and managing these?

5. Do we have the right information?

- a. Do the performance measures show whether the Council will meet its priorities/ outcomes?
- b. Does the information include customer feedback/ comparator information?
- c. Would a different way of presenting the information help?

Role of Scrutiny re Performance Management

Scrutiny Committees are responsible for scrutinising performance, thereby facilitating challenge and public discussion, to help drive improvement in service provision. They do this in a number of ways, including scrutinising quarterly performance reports in order to:

- Assess the council's overall progress - in meeting its corporate priorities and the effectiveness of individual services.
- Highlight areas of good performance - to see if there are lessons that can be applied to other areas of the Council.
- Highlight areas of poor performance – and ask managers what actions they are taking to improve performance.
- Check risks are being managed appropriately.

Benefits of Scrutiny re Performance Reports

- Ensures senior managers and Cabinet Members remain accountable for, and therefore focused on, performance management.
- Fosters an ongoing dialogue on delivery of services/ customer experience.
- Members are able to identify where performance measures are inadequate and to suggest alternative measures that are more 'fit for purpose'.
- Members can highlight the importance of effectively using customer feedback.
- Members can question equality and equity issues re performance, seeking assurance that there is an aim to equalise outcomes to overcome inequalities.
- Overall – drives improvement, supports value for money, and results in improved outcomes for Cardiff.