

**Corporate Performance Management Report: Quarter 2 2018/19**

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**Purpose of this Report**

1. To present the Council's Corporate Performance Management Report for Quarter 2 (July to September) of the 2018-19 financial year, providing the Policy Review and Performance Scrutiny Committee with an opportunity to monitor performance and progress against the Corporate Plan 2018-21.

**Background**

2. This Committee has responsibility for monitoring the overall performance of the Council, and the actions taken to ensure that agreed Well-being Objectives set out in the Corporate Plan 2018-21 are delivered.
3. In May 2018, Council approved the Corporate Plan 2018-21. The Corporate Plan sets out the Council's Wellbeing objectives for 2018-19 in accordance with the Wellbeing of Future Generations Act (2015). The Corporate Plan also set out the Council's key priorities and the key Steps it will take to deliver Capital Ambition, and the key Performance Indicators it would use to assess performance against the Corporate Plan.
4. The Council's refreshed performance management framework includes quarterly production of the "Delivering Capital Ambition Performance Report 2018-19" for the Cabinet. The report attached is a refinement of previous performance reports, and is designed in two sections,

## **Appendix A**

**Section 1** -Providing summary level detail of four key perspectives of Organisational Health:

- i. Financial,
- ii. Customer,
- iii. Internal Processes and
- iv. Learning and Development.

**Section 2** - reports Quarter 2 performance against the 2018-21 Corporate Plan Well-being Objectives, satisfying the Council's statutory obligation to report its progress against these, in line with the Well-Being of Future Generations Act 2015.

The report is organised by Well-being Objective and, under each of these, the performance narrative is tailored to identifying how the Council has progressed in the second quarter of the financial year. Graphical representation is used alongside narrative to show progress against the Corporate Plan Steps and Key Performance Indicators.

## **Appendix B -**

A quick reference summary performance report – a high-level summary of Quarter 2 performance against the steps, measures and deadlines set out in the Corporate Plan 2018-21.

The report is organised by Well-being Objective. This version does not contain detailed narratives but can be cross-referenced against the main report (Appendix A) where necessary.

5. Effective scrutiny of performance is an important component of the framework as it provides the opportunity to challenge performance levels, and helps the Council to focus on the delivery of its priorities and targets. As such, performance information is readily accessible to the Committee for scrutiny, to enable it to

perform its assessment of the Cabinet's progress in delivering improvement and Capital Ambition.

### **Assessment Criteria**

6. The Corporate Plan 2018-21 includes 93 Performance Indicators and 93 Steps that support the delivery of the Corporate Plan Capital Ambition priorities and Well-being Objectives. The Assessment Criteria applied is as follows:

#### ***For Corporate Plan Steps***

7. Directorates are asked to self-assess the RAG rating for each of the Corporate Plan Steps for which they are the lead directorate using the following criteria:

**Red** - A Step should be ragged as Red when serious issues have occurred and it is unlikely that any further progression can be made without some form of assistance from outside of the Directorate, e.g. SMT, enabling services etc. At the time of writing, it is unlikely that the step will be delivered within the agreed time frame or at all.

**Amber** - A Step should be ragged as Amber when issues have occurred but they are not serious enough to require assistance. Progress can be recovered by the Directorate and there is a plan in place for this. It is likely that the step will still be delivered within the agreed time frame.

**Green** - A Step should be ragged as Green when there are no issues with progress / performance, and at the time of writing the step will be delivered within the agreed time frame.

#### ***For Corporate Plan Performance Indicators***

8. Directorates provide Performance Indicator results against target. The Performance Indicator RAG rating is then calculated using a set formula as follows:

**Red** - indicator result is 10% or more away from target

**Amber** - indicator result is within 10% of target

**Green** - indicator result is on or above target

### Summary of Performance Quarter 2 2018-19

9. A summary of Council Performance against RAG Ratings for Quarter 2 2018-19 is provided in the tables below:

At Quarter 2 2018-19, the 93 Performance Indicators in the Corporate Plan are rated:

	<b>Green (Better than target)</b>	<b>Amber (Close to target)</b>	<b>Red (Worse than target)</b>	<b>Comparison not available</b>	<b>Total</b>
<b>No. of measures</b>	35	10	11	37	<b>93</b>
<b>% of all measures</b>	37.6%	10.8%	11.9%	39.7%	<b>100%</b>
<b>% of results available</b>	62.5%	17.9%	19.6%		

At Quarter 2 2018-19, the 93 Steps in the Corporate Plan are rated:

	<b>Green</b>	<b>Amber</b>	<b>Red</b>	<b>Total</b>
<b>No. of measures</b>	64	29	0	93
<b>% of all measures</b>	68.8%	31.2%	0%	100%

### Summary of key issues

10. Members' attention is drawn to the following key issues. More detail can be found in Section 1 of the performance report at **Appendix A**, titled 'The Organisational Health Overview'.

11. **Sickness Absence** - The Quarter 2 Council wide result is 4.37 FTE days lost per person; this is an improvement on the same period in 2017/18 of 0.24 days lost per FTE. The outturn forecast at Quarter 2 for 2018-19 is 10.41 days lost against a target of 9.5, which would be a 0.86 days lost per FTE improvement on the 2017-18 result of 11.27.
12. **Finance** - The overall month 6 position is balanced. The Projected Budget Outturn graph on page 3 of the performance report provides the exact position for each Directorate
13. **Customer** - The increasing interaction with customers through online channels continues. Key highlights include; high levels of engagement via social media in respect of the consultation on the proposed *Dog Control Orders* for parks and open spaces; increasing digital interaction for *Parking Permit Applications*, with 30,450 total page views in September alone, and an increase in numbers looking up *Waste Collection Information* in the Cardiff App due to the glass collection pilot scheme.

### Previous Scrutiny

14. Outcomes following the last full Committee consideration of performance, in June 2018, were as follows :
  - a. **Presentation** – Members constructive comments on improving access to the Corporate Plan Scorecard on screen were welcomed and officers reflected on the need to ensure that the reports were more readable when accessed using digital platforms.
  - b. The Committee's **Performance Panel** was consulted on emerging refinements to the information aimed at a less is more approach to data, based on the structure of the Corporate Plan.
  - c. **RAG Assessment** -.Members felt the Committee needed to better understand the criteria applied to the internal RAG self-assessment. Cabinet explained there are scenarios where the assessment of progress in delivering a Corporate Plan

Commitment, and the performance of a specific Key Performance Indicator (KPI), which measures a part of performance against that Commitment, will not be aligned in respect of RAG ratings, without necessarily undermining the assessment process behind them.

- d. **Self-Evaluation** - Committee was advised that the robustness of target setting in the latest Corporate Plan, and changes proposed to the quarterly corporate performance report for 2018/19 would improve the quality of self-evaluation, and enable a much more rounded reporting of performance in the future.
- e. **Consequences** Members expressed concern about Directorate overspends, and were reassured that managing spend needs to strengthen across the board in the future as the organisation may not have the capacity to address overspends.
- f. **Benchmarking** – the Committee was reassured that progress continues to be made in creating appropriate data set comparisons for the Council outside of the Welsh context, both with core cities and with those that face comparable challenges to Cardiff.

## Way Forward

15. Councillor Chris Weaver, Cabinet Member for Finance, Modernisation & Performance, has been invited to attend for this item. Christine Salter, Corporate Director Resources will also attend. Joseph Reay, Head of Performance and Partnerships and Andrew Simms, Operational Manager, Performance, have been invited to present the report.

16. Members are invited to consider the information set out in the report, and appendices, and identify any issues that require further scrutiny.

17. Members may also wish to pass on any observations, comments or recommendations to the Cabinet Member, Finance, Modernisation & Performance.

### **Legal Implications**

18. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

19. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATIONS**

The Committee is recommended to:

- Review the information provided in the Quarter 2 2018/19 Corporate Performance Report contained in **Appendices A and B**;
- Consider whether it wishes to refer any comments or concerns to the Cabinet Member with responsibility for Council Performance.

**DAVINA FIORE**

Director of Governance & Legal Services

8 November 2018