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QUARTER TWO 2016/17: MONITORING PERFORMANCE OF SERVICES  
REPORTING THROUGH COMMITTEE TERMS OF REFERENCE

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**Purpose of report**

1. The Economy and Culture Scrutiny Committee is responsible for scrutinising performance of the Directorates reporting through the Committee's terms of reference, thereby facilitating challenge and public discussion which should help to drive improvement of those services.
  
2. The Directorates that fall under the Terms of Reference are Economic Development, City Operations and Communities, Housing and Customer Services, although it should be noted that only some aspects of these Directorates apply to this Committee. Attached at **Appendix A** are the Committee Terms of Reference, colour coded by the directorates they fall within.
  - Green – Economic Development
  - Pink – City Operations
  - Orange – Communities Housing and Customer Services.
  
3. This report presents the Q2 performance report for the Directorates listed above, and highlights the areas relevant to this Committee terms of Reference.

## **Background to Performance Report**

4. The Economy and Culture Scrutiny Committee trialled a new approach to scrutinising performance for the 2015/16 work programme. The agreed approach was for the Chair of the Committee to review Quarterly Performance Reports with the Principal Scrutiny Officer and, based on areas of interest or concern, identify which directors and Cabinet Members to invite to present to the full Committee.
5. Where a Directorate is not selected to present to a particular Committee Meeting, Members may request a written summary of certain projects or aspects of a Directorate's work, to provide more information than is contained within the Quarterly Performance Report. The full set of quarterly corporate performance reports for each Directorate would still be available for Members' consideration.
6. This approach has been adopted again for the 2016/17 work programme. The Quarter 2 Performance Reports attached as appendices provide the Committee with information about the context that these services are operating in, performance information and the management actions that are being taken to address performance issues.

## **Performance Management in Cardiff**

7. The January 2016 'Wales Audit Office (WAO) Corporate Assessment Follow On Report' stressed the importance of the Council building on its capacity and mechanisms for internal challenge and self-assessment. In response to the 'WAO Corporate Assessment Follow On Report' the Council acknowledged that there is a need for more consistency around performance management and benchmarking. The Council is of the view that the framework and mechanisms for effective performance management and reporting have been in place for a while; however, there is scope for further improvement – particularly in terms of the scope for strengthening the relationship between the Central Performance Team and Service Directorates.

8. To drive further improvement the Council recruited a new Head of Performance & Partnerships in early 2016. Since his appointment he has been given the task of refreshing the Council's performance management approach and as a consequence of this work, the Quarter 2 Delivery & Performance Report 2016/17 is now presented in a different format to the one which was presented for 2015/16. The new report is designed to tie in with the Council's new integrated strategic planning framework.

### **The Council's Strategic Planning Framework**

9. The Council's integrated strategic planning framework to deliver its vision of Cardiff as 'Europe's most liveable Capital City' spans the City's overall performance (via the *What Matters* Single Integrated Plan and *Liveable City* Report); Council performance via the Corporate Plan; Directorate performance via Directorate Delivery Plans; through to individual performance via Personal Performance and Development Reviews.
10. The *Corporate Plan 2016-18* was approved at Council on 25 February 2016. It set out four Priorities and 12 Improvement Objectives for Cardiff. The four Priorities are listed as:
  - Priority 1: Better education and skills for all;
  - Priority 2: Supporting vulnerable people;
  - Priority 3: Creating more and better paid jobs;
  - Priority 4: Working together to transform services.
11. To tie in with the new reporting approach the new quarterly delivery & performance reporting structure now includes information for each Directorate on the following:

- **Measures** – this focuses on the performance indicators relevant to the Directorate;
- **Priorities** – this sets out the improvement objectives, commitments and progress / issues/ mitigating actions against the Corporate Plan Priorities relevant to the Directorate;
- **Challenges & Achievements** – this sets out the key challenges and achievements of the Directorate.

### **Performance Support Board**

12. The Council's previous approach to performance management focused the use of performance information within the most strategic parts of the organisation, to ensure that these strategic audiences are considering strategic performance issues. It is also critical to ensure that underneath the strategic layer there are mechanisms in place which allow for effective engagement and support of operational performance issues.
13. In parallel with developing a coherent cross-organisation approach to service planning – which will, by default, create a new body of consistent performance information – the Council is in the process of introducing a Performance Support Board (PSB) model. The PSB would provide support to service performance and allow the Cabinet, scrutiny committees and the Senior Management Team (SMT) to focus on strategic performance issues.
14. It is expected that the primary roles of the PSB will be to support specific areas of service improvement, investigate areas of performance that are highlighted by robust data analysis, and provide a corporate overview for those performance measures that are not received by SMT, Cabinet or scrutiny committees. It is hoped that this approach will provide the organisation with confidence that measures mandated by Welsh Government but not included in outcomes-focused scorecards are receiving due attention.

15. It is anticipated that each Directorate will have a lead performance officer who will, together with the central Performance Team, analyse and challenge work to help inform the PSB's agenda.

### **Publishing Performance Information on the Internet**

16. To reinforce the Council's move to a culture of accountability, this refresh of performance arrangements presents an opportunity for Cardiff residents to access key performance information in a way that is immediately engaging. Council employees should also have access to online performance information that helps them understand the contribution they are making towards achieving organisational aims. It is therefore proposed that the Council publishes information about its performance on [www.cardiff.gov.uk](http://www.cardiff.gov.uk).
17. The published information would focus on the outcomes the Council is trying to achieve – the four Priorities – and, therefore, correlate to the performance measures used at Cabinet and scrutiny committees. Information will be presented in a way that is engaging to a wide variety of people by using infographics. The aim would then be to report on all measures (in spreadsheet or similar format) in time.

### **Refresh the Council's Performance Management Strategy**

18. In light of recommendations made in the WAO's latest report, the Framework element of the Performance Management Strategy will be updated to include guidance around timelines that support current processes. The most significant aspect of this refresh will be embedding it into the organisation's culture. Mostly, this will be achieved through changing practices as outlined above. However, ensuring that the Council's Performance Management Strategy is acknowledged, understood and used will require the Central Performance Team to engage and work proactively with service managers and performance leads.

## Quarter 2 Delivery and Performance

19. The following Quarter 2 Directorate Performance reports are included as appendices:

- **Appendix B** – Economic Development Q2 performance.
- **Appendix C** – City Operations Q2 performance.
- **Appendix D** – Communities, Housing and Customer Services Q2 performance.
- **Appendix E** – Council Overview Scorecard.
- **Appendix F** – RAG Status Matrix.

20. The performance information relevant to this committee has been highlighted using the following colour system:

- Green – Economic Development.
- Pink – City Operations.
- Orange – Communities Housing and Customer Services.

Members may wish to note that the figures within **Appendix E** relate to the whole Directorate, and that the performance of the individual elements applicable to this Committee are not separated out.

21. The Directorate Quarter 2 Delivery & Performance Reports 2016/17 examine a number of performance areas including:

- Progress made against Performance Indicators;
- Progress made against Corporate Priorities and Directorate Priorities;
- Progress made against Key Challenges and Key Achievements.

22. The following approach has been chosen for the scrutiny of Quarter 2 performance:

- The Communities, Housing and Customer Services Directorate has been asked to appear at Committee to present on Quarter 2 performance and receive questions from Members. **Appendix D** details the individual performance of the Communities, Housing and Customer Services Directorate. The information relevant to this Committee has been highlighted in orange.
- The Director of City Operations has not been requested to attend the meeting. The key area of focus for this Committee in this Directorate is the leisure partnership with Greenwich Leisure Limited. The Directorate has been requested to provide a written progress update on this partnership, which comes into effect on 1 December 2016 – this update will be circulated in advance of the meeting and marked as **Appendix G**. **Appendix C** details the individual performance of the City Operations Directorate. The information relevant to this Committee has been highlighted in pink.
- The Economic Development Directorate has not been requested to attend the meeting. The majority of indicators and commitments are rated 'green', and Members have recently considered items on Council Business Support and Dumballs Road. At the December Committee Meeting Members will be considering progress against the Cardiff Tourism Strategy and Action Plan, which will capture further initiatives listed within the Q2 Performance report. Finally, Members are due to consider the Cultural Alternative Delivery Model at their January meeting. **Appendix B** details the individual performance of the Economic Development Directorate. The information relevant to this Committee has been highlighted in green.
- Any comments Members may have with regard to the performance of the City Operations and Economic Development Directorates can be captured and submitted within the Chair's Letter as discussed during the meeting's Way Forward.

## **Communities, Housing and Customer Services Q2 Performance**

23. It was agreed by SMT that all performance indicators that are not subject to central government thresholds will be automatically RAG rated using a formulaic approach, whereby anything hitting target or above will be Green, anything 0.1% - 10% off target will be Amber and anything off by more than this will be Red.

### **Priority 3 – Creating More and Better Paid Jobs**

24. Under the Corporate Plan Commitment of 'Creating More and Better Paid Jobs' the following Commitments were marked 'green' (meaning the Commitment is on course to be delivered on time, on budget and to achieve the desired outcome):

- increase the number of courses for priority learners in Communities First areas by March 2017, ensuring an increase in enrolment, retention and attainment which leads to an increase in the overall success rate for learners.  
(improved position as marked amber/green in Q1).
- By March 2017, the Into Work service will:
  - Offer taster sessions in different employment sectors.
  - Hold 2 major Jobs Fairs in collaboration with partner agencies.
  - Hold guaranteed interview events in community buildings across the city.
  - Put together an employment offer which provides sourcing, training, shortlisting, and assistance in interview process to employees for organisations.

25. The following Performance Indicators, used to achieve the performance objective 'Adult Learners Achieve their potential' are all marked 'green':

- The number of visitors to Libraries and Hubs across the City.

- Percentage of Into Work Service users who feel more 'job ready' as a result of completing a work preparation course.
- Number of individuals assisted through Into Work Services.

#### **Priority 4 – Working Together to Transform Services**

26. Under the Corporate Plan Commitment of 'Working Together to Transform Services' the following Commitment is marked 'amber/green' (the following definition is given within **Appendix F** – "Some Issues. Delivery of the commitment is either delayed, or will not achieve the all the desired outcomes. Issues can be managed with the Directorate and does not require escalation."):

- Progress the agreed Community Hubs development programme by delivering new Hubs in:
  - Fairwater by June 2016.
  - Splott by October 2016.
  - Llanedeyrn by December 2016.
  - Llandaff North by January 2017.
  - Agreeing plans for Llanishen and St Mellons Phase 2 Hubs by July 2016.

27. Members may also wish to note the following information given for the Communities, Housing and Customer Services Directorate within the Council Overview Scorecard (**Appendix E**):

**Projected Budget Outturn 2016-17** – the Communities, Housing and Customer Services Directorate is projected to spend its budget allocation.

**Percentage of Projected Savings 2016-17** – the Communities, Housing and Customer Services Directorate is on course to achieve approximately 67.5% of the savings identified for 2016/17

**Staff Budgets, Overtime & Agency** – combining staff, agency and overtime expenditure, the Communities, Housing and Customer Services Directorate has spent just under 50% of its annual staff budget by the end of Q2.

**Sickness Absence** - FTE Days Lost Per Person – based on Q2 figures the Communities, Housing and Customer Services Directorate is forecast to deliver approximately 11 FTE Days Lost Per Person (against a target of 9.5 FTE days)

## **Way Forward**

28. At the meeting, Councillors Peter Bradbury and Daniel De’Ath will be joined by Sarah McGill (Director of Communities, Housing and Customer Services) to present on Q2 Performance and answer questions that Members might have.

29. Members will have the opportunity to discuss and comment on the performance information provided for the relevant areas of the City Operations and Economic Development Directorates. Members may also wish to consider the way that future quarterly scrutiny of performance might be arranged, and to identify any issues which require more detailed scrutiny in the coming year.

## **Legal Implications**

30. 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 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 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**

31. 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.

### **Recommendation**

The Committee is recommended to:

- a. Consider the contents of the report, appendices and evidence presented at the meeting;
- b. Report any comments, observations or recommendations to the appropriate Cabinet Member.

**Davina Fiore**  
**Director, Governance and Legal Services**  
**2 December 2016**