

**SWYDDFA'R ARWEINYDD  
OFFICE OF THE LEADER**

Fy Nghyf / My Ref: CE:0047519

Dyddiad / Date: 22<sup>nd</sup> February 2024

Councillor Joel Williams  
Chair, Policy Review and Performance Scrutiny Committee  
Cardiff Council  
County Hall  
Atlantic Wharf  
Cardiff

Via email: [Nicola.Newton@cardiff.gov.uk](mailto:Nicola.Newton@cardiff.gov.uk)

Annwyl/Dear Joel,

**Scrutiny Performance Panel 15 February 2024: Corporate Plan 2024-27**

Thank you for convening the Performance Panel on 15 February, and my thanks to the Scrutiny Committee chairs for attending.

The Panel suggested a series of actions to help inform the development of the Corporate Plan in future, and these will be considered as we develop future iterations of the Plan.

The Panel also made six recommendations which directly related to the development of the 2024-27 Corporate Plan. Of these recommendations, five have been accepted in full and one has been partially accepted.

Thank you once again for your ongoing commitment to supporting the development of the Corporate Plan.

Yn gywir,  
Yours sincerely,



**CYNGHORYDD / COUNCILLOR HUW THOMAS  
ARWEINYDD / LEADER  
CYNGOR CAERDYDD / CARDIFF COUNCIL**

**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.



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### Corporate Plan 2024-27 Target setting Observations

The recommendations of the Performance Panel on 15 February 2024 have been welcomed. The responses have been grouped into three categories (below) with a response or explanatory note included as necessary.

- Recommendation Accepted
- Recommendation Partially Accepted
- Recommendation Not Accepted

REF	Recommendation/Action for Cabinet’s further reflection	Cabinet Response
General	<p><b>Audit Wales Report: Use of performance information: service user perspective and outcomes.</b>                      In line with recommendations made by Audit Wales, Chairs explored how the KPI targets set in the Corporate Plan are informed by citizen satisfaction. We noted in particular the need to ensure citizen satisfaction targets are adequate, achievable and realistic in terms of citizen expectations.                      We note from the discussion that this is a draft Corporate Plan and further work on consistency of citizen satisfaction targets is ongoing.</p> <p><b>Recommendation</b> –The Panel recommends that Cabinet reflect on how citizen perspective can be strengthened in the Corporate Plan.</p>	<p><b>Recommendation Accepted</b></p> <p>A review has been undertaken to ensure citizen voice indicators are embedded in our planning and delivery framework and that the Council can more formally use citizen insight to shape policy.</p> <p>As part of the process for developing the Corporate Plan, the balance of these citizen insight measures has been considered. Where citizen insight measures are available, and considered appropriate, they have been included in the 2024-27 Corporate Plan. As part of this exercise we have doubled the number of citizen perspective indicators in the Corporate Plan – from 9 to 18 – and this will be kept under ongoing review.</p> <p>Directorates have also identified a basket of citizen voice indicators, and these will be in all Directorate Delivery Plans which Committees can consider.</p>

<p><b>WBO1</b></p> <p>K1.21 – 1.24</p>	<p><b>Placements (Children’s Services)</b></p> <p>Chairs sought assurances on these KPIs - 4 of which are currently Red and Amber rated. The Leader stated that targets are perhaps not the right measure but ensuring that each young person has the right care. re K1.21, the target was Red rated as the Council has taken a different approach. The Corporate Director responded that they were confident that targets would be met, and significant improvements had been made via the Accommodation Strategy. The Corporate Director stated that there may be further consideration of KPIs relating to the number of placements available, and the kind of provision available to reflect this. A number of CIW registrations will be taking place in March. The Cabinet Member for Finance and Modernisation concluded that for Q4 and into 2024/25, there would be significant signs of improvement in this area.</p> <p><b>Recommendation</b> – Chairs support the Leader’s recommendation to include an additional KPI on the number of accommodation units brought online following inspection.</p>	<p><b>Recommendation Accepted</b></p> <p>To reflect the ongoing delivery of the Council’s Accommodation Strategy, the Council will include the following KPI in the Corporate Plan:</p> <p><i>The number of new in-house residential beds for children registered during the year. 2024/25 Target = 10</i></p>
<p><b>WBO2</b></p>	<p><b>Responding to the needs of Communities.</b></p> <p>Chairs noted the absence of the Adult Housing &amp; Communities forthcoming work on developing an Equality Action Plan and your response that this information is contained in the service area’s Directorate Delivery Plan.</p> <p><b>Recommendation</b> - given the service area’s recognition and commitment to ensuring services are easily accessible to all communities, and our general comments on the importance of the Corporate Plan’s public accessibility, we recommend</p>	<p><b>Recommendation Partially Accepted</b></p> <p>The Corporate Plan 2024-27 makes reference to the development of the statutory Council-wide Equality Plan under Wellbeing Objective 7 – “Publish the draft Strategic Equality Plan for consultation by May 2024 and the final version by September 2024.”</p> <p>The Adults, Housing &amp; Communities’ Equality Action Plan will be aligned to the Strategic Equality Plan. It will capture work</p>

	reference to forthcoming work on developing an Equality Action Plan be included in the final draft Corporate Plan.	being undertaken at a Directorate level and will be monitored through their Directorate Delivery Plan.
<b>WBO5</b>		
K5.01	<p><b>Grade A Office Space</b></p> <p>This Panel has previously recommended that you explore the feasibility of an additional KPI to measure changing patterns of work and post pandemic working practices. You agreed to explore, and one year on Chairs therefore sought progress as there is not a new KPI in this draft Corporate Plan.</p> <p>We note that Cabinet is not in a clear position on this, however, is of the view that the target remains relevant. We note that Savills have concluded the demand for grade A office space remains and there is a shortage in the city, that Cabinet believe the demand must be tapped into, recognising that the city needs good employers bringing well paid jobs.</p> <p><b>Recommendation</b> - We therefore recommend that you create an additional target to reflect the increase in requirement for flexible working space.</p>	<p><b>Recommendation Accepted</b></p> <p>The Council's Economic Development Team are confident that there is robust demand for Grade A office accommodation in the city. Challenging marketing conditions, however, particularly given high interest rates and other delivery challenges may impact the market's ability to deliver. A number of studies have also made clear there is a lack of suitable premises to accommodate current and future levels of employment growth, particularly with the levels of investment in Cardiff's business and transport infrastructure stimulating demand. A new KPI will be included to specifically monitor the supply of Co-Working Spaces:</p> <p><i>The amount of co-working space (m<sup>2</sup>) made available within the financial year</i></p> <p>The indicator will be based on the amount of business space made available for multiple business use during the financial year. The data will be based on when the premises is made available for use and may or may not overlap with the Grade A indicator if definitions overlap.</p>
<b>WBO6</b>		
S6.15	<p><b>Segregated Cycle Network.</b></p> <p>The Chairs commented on the inclusion of steps, that are of interest to residents, in consecutive plans when they continue not to be delivered and timescales have slipped considerably.</p>	<p><b>Recommendation Accepted</b></p> <p>Recognising that Blackweir Bridge is outside the direct control of the Council, the step will be amended to:</p>

	<p>Officers noted that the Council still aspire to deliver these projects, but they are only a partner to the project. Chairs asked how do we hold partners to account when there are issues and delays?</p> <p><b>Recommendation</b> - Officers confirmed that Cardiff University has no funding to support the delivery of the Blackweir Bridge, therefore we recommend the bullet point should be amended to reflect the conversations that have been had with them better.</p>	<p><i>“Explore funding options for a new Blackweir Bridge with Cardiff University by March 2027.”</i></p>
S6.14	<p><b>Llanrumney Bridge.</b> Last year a written update in relation to progress regarding Llanrumney Bridge was requested. Chairs noted that planning has been secured so therefore does the wording need to be amended for the step?</p> <p><b>Action</b> – A written update to be provided as planning has now been secured and we also <b>recommend</b> that step to be reworded to reflect this.</p>	<p><b>Recommendation Accepted</b></p> <p>The step has been reworded to reflect the very latest position – <i>“Programme the delivery of the bridge crossing scheme at Llanrumney, subject to satisfying planning conditions, as part of a wider regeneration scheme.”</i></p>