
**PLANNING, TRANSPORT & ENVIRONMENT DIRECTORATE – QUARTER 3
& 4 PERFORMANCE REPORTS 2017/18**

Reason for the Report

1. To present the performance reports relevant to the terms of reference of the Environmental Scrutiny Committee for Quarter 3 (October to December) and Quarter 4 (January to March) of 2017/18. To facilitate this scrutiny Corporate Plan Scorecards and Council Overview Scorecards for 2017/18 are attached to this report as:
 - Corporate Plan Scorecard – Corporate Priority 3 – Quarter 3 – 2017/18 (**Appendix 1**);
 - Corporate Plan Scorecard – Corporate Priority 4 – Quarter 3 – 2017/18 (**Appendix 2**);
 - Council Overview Scorecard - Quarter 3 – 2017/18 (**Appendix 3**);
 - Corporate Plan Scorecard – Corporate Priority 3 – Quarter 4 – 2017/18 (**Appendix 4**);
 - Corporate Plan Scorecard – Corporate Priority 4 – Quarter 4 – 2017/18 (**Appendix 5**);
 - Council Overview Scorecard - Quarter 4 – 2017/18 (**Appendix 6**).

2. It should be noted that the approach used by the performance reports changed in Quarter 3 2017/18 to better reflect the Council's performance against the Well-being Objectives. This change is now reflected in the structure of the revised Corporate Plan Scorecard.

Background

3. The Environmental Scrutiny Committee has a role in reviewing the performance of Council services that fall within the Committee terms of reference. A copy of the terms of reference has been attached as **Appendix 7**. The Directorates that required regular scrutiny in 2017/18 by the Committee were the City Operations Directorate and Economic Development Directorate. A Council reorganisation was completed in the beginning of 2018/19. This means that the performance measures relevant to the Environmental Scrutiny Committee are now delivered by the newly formed Planning, Transport & Environment Directorate.
4. Members agreed to consider performance issues during the municipal year 2017/18. In doing this the Committee decided to look at the sections of the Quarterly Performance Reports relevant to the terms of reference of the Committee twice a year.
5. The February 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.
6. 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.
7. To drive further improvement the Council recruited a new Head of Performance & Partnerships in early 2016. After his appointment he was given the task of refreshing the Council's performance management approach and as a consequence of this work, the structure of the Quarterly performance reports have been altered from the format used pre 2015/16.

The Council's Strategic Planning Framework

8. The Council has recently launched Capital Ambition which sets out the Administrations commitments for Cardiff. Capital Ambition aims to help Cardiff move forward based on the successes of the past whilst dealing with key future challenges such as growth, inequality and sustainability. It outlines the Council's vision for Cardiff to become a leading city on the world stage. Capital Ambition is based on a five-year plan and features as the guiding document to drive performance management across all aspects of Council service delivery. Within the document each Cabinet member has outlined their key aims and ambitions for their term of office. The Capital Ambition focuses on four priorities, these are:

- Working for Cardiff - making sure everyone who lives and works here can contribute to, and benefit from, the city's success;
- Working for Wales - a successful Wales needs a successful capital city;
- Working for the future - managing the city's growth in a sustainable way.
- Working for public services - Making sure public services are delivered efficiently, effectively and sustainably in the face of rising demands and reduced budgets.

9. The priorities of Capital Ambition have been being built into the Corporate Plan 2018-21 and follow the existing performance management structure which spans the City's overall performance (the Public Services Board Wellbeing Plan); Council performance via the Corporate Plan; Directorate performance via Directorate Delivery Plans; through to individual performance via Personal Reviews.

10. The performance management approach taken for 2017/18 is based on the Corporate Plan 2017-19 that was approved at Council on 23 February 2017. It set out four 'Priorities' and 13 'Well-being Objectives' for Cardiff. The four Priorities are listed as:

- Priority 1: Better education and skills for all;
- Priority 2: Supporting vulnerable people;
- Priority 3: An economy that benefits all citizens;
- Priority 4: Working together to transform services.

11. The quarterly performance reporting structure is based upon:
- The Well-being Objectives;
 - The Corporate Plan Priorities;
 - The commitments made that contribute towards achieving the Corporate Plan Priorities;
 - The risk status of the Corporate Plan commitments;
 - The measures being targeted to help reach the Corporate Plan Priorities; and,
 - The targets and actual results created and achieved for the measure.

Performance Support Group

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 has introduced the Performance Support Group. The Performance Support Group provides support to service performance and allows the Cabinet, scrutiny committees and the Senior Management Team to focus on strategic performance issues.
14. The primary roles of the Performance Support Group is to support specific areas of service improvement and investigate areas of performance that are highlighted by robust data analysis. 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. The Planning, Transport & Environment Directorate has a lead performance officer who along with the Corporate Performance Team, analyse and challenge work to help inform the Performance Support Group's agenda.

Improved Reporting Timelines

16. The Council refresh of performance arrangements has examined opportunities to increase the speed with which information flows through its performance-related processes. An essential part of moving the organisation away from monitoring performance and onto managing performance is providing information within a timescale that allows the use of data to influence decision-making and prompt appropriate intervention.
17. The final reports for Cabinet and scrutiny committees contain confirmed information; however, the reports that are used by the Performance Support Group and Senior Management Team can contain draft performance information, provided it is flagged as such.

Publishing Performance Information on the Internet

18. To reinforce the Council's move to a culture of accountability, the 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 proposed that the Council will in future publish information about its performance on www.cardiff.gov.uk.
19. As with the newly developed performance reports, the published information will focus on the outcomes the Council is trying to achieve, i.e. the Wellbeing Objectives and, therefore, correlate to the performance measures used at Cabinet and scrutiny committees.

Refresh the Council's Performance Management Strategy

20. In light of recommendations made by WAO's, the Framework element of the Performance Management Strategy has been updated to include guidance around timelines that support current processes. The most significant aspect of the refresh has been the embedding of it into the organisation's culture. Mostly, this has been achieved through changing practices as outlined above. However, ensuring that the Council's Performance Management Strategy is acknowledged, understood and

used will require the Corporate Performance Team to engage and work proactively with service managers and performance leads.

Corporate Plan Scorecards & Council Overview Scorecards for Quarters 3 & 4 2017/18 – Sections relevant to the terms of reference of the Environmental Scrutiny Committee

21. The sections of the Corporate Plan Scorecards for Quarters 3 & 4 2017/18 that are relevant to the terms of reference of the Environmental Scrutiny Committee are attached to this document as **Appendices 1, 2, 4 & 5**. The reports measure progress made against the performance measures that the Council focuses against to achieve its Well-being Objectives. The Well-being Objectives relevant to the terms of reference of the Environmental Scrutiny Committee are contained within Corporate Priority 3 (an economy that benefits all of our citizens) and Corporate Priority 4 (working together to transform services).
21. The Corporate Overview reports for Quarters 3 & 4 of 2017/18 are attached to this document as **Appendices 3 & 6**. They provide a range of Council-wide performance information, which will help the Committee benchmark against the Council performance as a whole and other service areas. The documents include information on:
 - Customer contact;
 - Staff costs;
 - Financial tracking information;
 - Sickness absence levels;
 - Personal Performance and Development Review compliance.

Scope of the Scrutiny

26. This item will give Members the opportunity to consider the Planning, Transport & Environment Directorate performance relevant to the terms of reference of the Environmental Scrutiny Committee.

Way Forward

27. Councillor Michael Michael (Cabinet Member for Clean Streets, Recycling & Environment), Councillor Caro Wild (Cabinet Member for Strategic Planning & Transport) and officers from the Planning, Transport & Environment Directorate have been invited to attend for this item.

Legal Implications

28. 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

29. 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:

- i. Note the contents of the attached report;
- ii. Consider whether they wish to pass on any comments following scrutiny of the item titled 'Planning, Transport & Environment Directorate – Quarter 3 & 4 Performance Reports 2017/18'.

DAVINA FIORE

Director of Governance & Legal Services

27 June 2018