
**PLANNING, TRANSPORT & ENVIRONMENT DIRECTORATE – QUARTER 3
& OUTTURN PERFORMANCE REPORTS 2018/19**

Reason for the Report

1. To present and review the performance reports relevant to the terms of reference of the Environmental Scrutiny Committee for Quarter 3 (October to December) and Outturn (May 2018 to March 2019) of 2018/19. In doing this the Committee will focus on the work delivered by the Planning, Transport & Environment Directorate which falls within the Strategic Planning & Transport and Clean Streets, Recycling & Environment Cabinet Portfolios.
2. Although it is outside of the timescale of the performance reports being scrutinised, it should be noted that Waste management was transferred across to the People & Communities Directorate in August 2019. For this reason, any performance issues relating to Waste Management will be supported by staff from the People & Communities Directorate.

Background & Supporting Information

3. The Environmental Scrutiny Committee has a role in reviewing the performance of Council services that fall within the Committee terms of reference. Members agreed to consider performance issues during the municipal year 2018/19. 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.
4. In May 2018, Council approved the Corporate Plan 2018-21. The Corporate Plan sets out the Council's Well-being objectives for 2018-19 in accordance with the Well-

being of Future Generations Act (2015). The Corporate Plan also set out the Council's key priorities, the steps it will take to deliver Capital Ambition and the key Performance Indicators to assess performance against the Corporate Plan.

5. The Council's refreshed performance management framework includes quarterly production of the Delivering Capital Ambition Performance Report 2018-19 for the Cabinet.
6. To facilitate this scrutiny the sections of the following reports have been provided:
 - Delivering Capital Ambition Quarter 3 Performance Report 2018/19;
 - Annual Well-being Report 2018/19.
7. The Delivering Capital Ambition Quarterly Reports reflect and align the Welsh Government Well-being Objectives. The two Well-being objectives relevant to the terms of reference of the Environmental Scrutiny Committee are:
 - Well-being Objective: 2.1 – A Capital City that works for Wales;
 - Well-being Objective: 3.1 – Cardiff grows in a resilient way.
8. The sections of the Delivering Capital Ambition Quarter 3 Report and the Annual Well-being Report 2018/19 relevant to the terms of reference of the Environmental Scrutiny Committee are referenced below:
 - **Delivering Capital Ambition Quarter 3 Performance Report 2018/19:** Section 1 – Organisational Health Overview. This document highlights performance issues relevant to the organisation as a whole (**Appendix 1**).
 - **Delivering Capital Ambition Quarter 3 Performance Report 2018/19:** Section 2 – Key Information & Summary of Performance Indicators. This document highlights performance issues relevant to the organisation as a whole (**Appendix 2**).
 - **Delivering Capital Ambition Quarter 3 Performance Report 2018/19:** Well-being Objective 2.1 – A Capital City that works for Wales. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 3**).

- **Delivering Capital Ambition Quarter 3 Performance Report 2018/19:** Well-being Objective 3.1 – Cardiff grows in a Resilient Way. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 4**).
- **Delivering Capital Ambition Quarter 3 Performance Report 2018/19 - Performance Report Appendix:** Well-being Objective 2.1 – A Capital City that works for Wales. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 5**).
- **Delivering Capital Ambition Quarter 3 Performance Report 2018/19 - Performance Report Appendix:** Well-being Objective 3.1 Cardiff grows in a Resilient Way. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 6**).
- **Annual Well-being Report 2018/19:** Well-being Objective 2.1 – A Capital City that works for Wales. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 7**).
- **Annual Well-being Report 2018/19:** Well-being Objective 3.1 – Cardiff grows in a Resilient Way. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 8**).
- **Annual Well-being Report 2018/19: Annual Performance Report Summary:** Well-being Objective 3.1 Cardiff grows in a Resilient Way. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 9**).
- **Annual Well-being Report 2018/19: Next Steps:** Well-being Objective 2.1 - A capital city that works for Wales. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 10**).
- **Annual Well-being Report 2018/19: Next Steps:** Well-being Objective 3.1 – Cardiff grows in a resilient way. This document includes issues specific to the Environmental Scrutiny Committee terms of reference (**Appendix 11**).

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.

Performance Support Group

10. The Council's approach to performance management focuses on 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.
11. 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.
12. 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.
13. 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

14. 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.
15. 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

16. 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.
17. As with the newly developed performance reports, the published information will focus on the outcomes the Council is trying to achieve, i.e. the Well-being Objectives and, therefore, correlate to the performance measures used at Cabinet and scrutiny committees.

Refresh the Council's Performance Management Strategy

18. 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.

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) Consider the information in this report and the information presented at the meeting;
- (ii) Determine whether they would like to make any comments, observations or recommendations to the Cabinet on this matter; and,
- (iii) Decide the way forward for any future scrutiny of the issues discussed.

DAVINA FIORE

Director of Governance & Legal Services

25 September 2019