

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

14 December 2021

MID-YEAR PERFORMANCE ASSESSMENT 2021/22

Reason for this Report

1. To advise Members of the Mid-year Performance Assessment 2021/22 and the observations of the Committee's Performance Panel in collaboration with the Chairs of all Council Scrutiny Committees.

Structure of the Papers

2. The following appendices are attached to this report:

Appendix A: Mid-year Strategic Assessment of Performance 2021/22

There are 2 appendices to Appendix A:

Appendix 1: Q2 Power BI Report 2021/22.

Appendix 2: Q2 Technical Appendix - Steps 2021/22

Appendix B: Performance Panel Observations

Context

3. At its meeting on 16 December 2021 the Cabinet will consider the Mid-year (Quarter 2) Strategic Assessment of the Council's performance in 2021/22 against the Corporate Plan 2021-24. The papers attached to this report will be reported to Cabinet.
4. The Leader of the Council is committed to meaningful scrutiny engagement in the corporate planning and performance process. This has developed over a number of years and includes a commitment to discussing an early draft of the Corporate Plan at the policy development stage, involving the Performance Panel in target setting and early consideration of Mid and End of Year Performance Assessments.

5. The Local Government and Elections (Wales) Act 2021 places the onus on the Council to take ownership of its own improvement and develop a performance and governance system that allows for the annual assessment of performance, that can be reviewed by its appointed external panel. The new performance framework the Council is putting in place includes engagement with scrutiny as a significant part of the governance of performance in Cardiff, alongside the formal role given to the Governance & Audit Committee in the Act.

6. The Committee's Performance Panel was up and running well before the Act, at the Leaders request to improve engagement with scrutiny on performance, recognising the value to both Cabinet and Scrutiny of a collaborative approach to performance and planning in delivering Council Services. The Panel meets 3 times in each performance year and extends an invitation to all Chairs of Scrutiny to ensure the expertise of all five Scrutiny Committees informs the challenge session:
 - I. December – Policy development discussion of the Mid-Year Performance Report.
 - II. February – Policy development / input into the Corporate Plan targets
 - III. June/July – Policy development of the End-of Year Performance Report

6. The Performance Panel met informally with the Leader, Cabinet Member for Finance Modernisation and Performance, Chief Executive, Corporate Directors ,and Heads of Performance on 6 December 2021. Each Chair of Scrutiny took the lead in challenging on matters relevant to their own committee's Terms of Reference. The issues raised and recommendations proposed are listed at **Appendix B**.

Background - Structure of the Corporate Plan against which Performance is assessed

7. In February 2021 Council approved the Corporate Plan 2021-24. The Plan sets out how the Council will deliver the administration's priorities as set out in Capital Ambition, and includes the **Steps** and **Key Performance Indicators (KPIs)** considered necessary to deliver and monitor progress. The Corporate Plan also sets out the Council's Well-being

Objectives for 2020/21 in accordance with the Well-being of Future Generations (Wales) Act 2015.

8. The Corporate Plan includes detailed delivery milestones, key performance measures and targets, and is supported by Directorate Delivery Plans, which set out in greater detail how the Administration's priorities will be delivered.
9. Four high-level **Priorities** form the basis of the Corporate Plan 2021-24:
 - **Working for Cardiff** – Cardiff is a great place to grow up, grow older, supporting people out of poverty, safe, confident and empowered communities.
 - **Working for Wales** – A Capital City that works for Wales
 - **Working for the Future** – Cardiff's population growth is managed in a resilient way
 - **Working for Public Services** – Modernising and integrating our public services.
10. The Plan links the four Capital Ambition Priorities to the **Well-being Objectives (WBO)** followed by all partners of Cardiff's Public Services Board. There are eight Well-being Objectives:
 - WBO 1:** Cardiff is a great place to grow up
 - WBO 2:** Cardiff is a great place to grow older
 - WBO 3:** Supporting people out of poverty
 - WBO 4:** Safe, confident and empowered communities
 - WBO 5:** A capital city that works for Wales
 - WBO 6:** Cardiff's population growth is managed in a resilient way
 - WBO 7:** Modernising and integrating our public services
 - WBO 8:** Managing the pandemic
11. Each of the above objectives has been translated into a number of **Steps** the Council will take to make progress in achieving these objectives. The list of Steps is followed by a number of **Key Performance Measures** and allocated a **Target** that will enable the Council, and its scrutiny committees, to monitor how effectively the objectives are being delivered going forward.

Performance Assessment

12. **Appendix A**, Delivering Capital Ambition - Mid-Year strategic assessment of performance 2021-22 sets out for each Well-being objective, a summary of:

- **Key Successes,**
- **Challenges and Risks** *and a*
- **Forward Look: Areas of Focus**

13. **Appendix 1 to Appendix A** is a visual presentation of all Corporate Plan **Key Performance Indicators** for each well-being objective. Directorates have been asked to self-assess their RAG rating for each of the corporate plan steps for which they are the lead directorate using the following criteria:

Red = serious issues have occurred and without some form of assistance from outside of the Directorate it is unlikely that the Step will be delivered within the agreed time frame / or at all.

Amber = issues have occurred, not serious enough to require assistance, progress can be recovered, a plan is in place and it is likely that the Step will still be delivered within the agreed time frame.

Green = there are no issues with progress / performance, and the Step will be delivered within the agreed time frame.

14. **Appendix 2 to Appendix A** is a more technical update against Corporate Plan Steps than Appendix 1, providing fuller information for each Step, the *Lead Member, Lead Directorate*, a narrative *Update* and *RAG performance in each quarter to date*.

Scope of the Scrutiny

15. The Mid-year Performance Assessment Report is for noting by Committee as full scrutiny has been undertaken by the Performance Panel. All Members were invited to put their names forward for the Panel and invited to attend the meeting on 6th December 2021.

Legal Implications

16. 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

17. 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

18. It is recommended that Members note the Mid-year Performance Assessment for 2021/22 and the observations conveyed to the Cabinet by this Committee's Performance Panel.

Davina Fiore

Director of Governance & Legal Services

8 December 2021