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## Performance Management & Data Strategy

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### Reason for this Report

1. To offer Members an opportunity for policy development scrutiny of the Performance Management & Data Strategy, encompassing a strengthened Planning and Performance Framework which responds to the new performance requirements set out in the Local Government and Elections (Wales) Act and a new Data Strategy which enhances the use of data in service management and service improvement.

### Structure of the papers

2. Attached to this cover report at **Appendices 1 & 2** are presentations to Committee that explain how the proposed new Performance and Planning Framework and the Data Strategy will together deliver performance management control for the Council, in line with the new requirements of the Local Government and Elections (Wales) Act.
3. **Appendix 1** explains the Planning and Performance Management Framework. **Appendix 2** sets out the Data Strategy that will support the Performance Framework.

### Background and Context

4. 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 proposes to put 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.

5. The presentation to the Committee will cover how the Council is adapting its planning and performance arrangements to respond to these new requirements and provide the Committee with an opportunity to feedback to the Cabinet Member Finance, Modernisation and Performance and provide observations in advance of a report to Cabinet in either February or March 2022.

## Issues

6. The Local Government and Elections (Wales) Act 2021 establishes a new legislative framework for local government performance management, with an emphasis on self-improvement through a system based on self-assessment and panel performance assessment. It introduces five specific duties in relation to performance management:
  - to keep performance under review;
  - to consult on performance;
  - to report on performance;
  - to arrange a panel performance assessment;
  - to respond to a panel performance assessment report;
7. The **Planning and Performance Framework** is central to the Council's corporate governance arrangements and has three distinct components:
  - Identifying and agreeing what the Council wants to achieve;
  - Measuring and reporting on progress;
  - Identifying and agreeing actions to improve performance.
8. Welsh Government Guidance emphasises the role that Scrutiny has to play in performance and improvement, stating that (*Para 1.17*) '*Councils should use the findings of scrutiny committees, auditors, inspectors, regulators and*

*commissioners on how a council is delivering its functions and governing itself to inform its self-assessment...’.*

9. The Guidance further states (*para 2.28*) that *‘Scrutiny committees are a key part of offering constructive challenge to how a council is performing and how it organises itself in the delivery of sustainable services. Scrutiny committees, as well as internal audit, will be a key part of a council’s self-assessment, and the council should determine and agree how best to involve their scrutiny committees in the self-assessment process itself, not just in considering the outcomes of any self-assessment.’*

10. This Committee’s Performance Panel was first convened in 2018 and routinely includes the Chairs of all five Scrutiny Committees. The Panel has increased its activity 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 has an important remit in light of the new arrangements to address the Local Government (Elections) Wales Act and has become a key part of the performance landscape in Cardiff, strengthening the Council’s governance arrangements.

11. The Performance Panel now meets 3 times in each performance year:

- I. December – Policy development discussion of the Mid-Year Performance Report.
- II. February – Policy development / input into Corporate Plan target setting
- III. June/July – Policy development discussion of the End-of Year Performance Report

12. As part of the Council’s Self-Assessment process, it is therefore proposed that going forward:

- The Performance Panel & PRAP consider the draft Self-Assessment Report and make recommendations for improvement;
- The Performance Panel & PRAP consider the Mid-Year Assessment and make recommendations for improvement;
- All Scrutiny Committees receive draft reports for noting;

- Recommendations made by Scrutiny Committees following inquiries and letters form part of self-assessment intelligence;
- Each Scrutiny Committee receives a quarterly performance report providing updates against the steps and KPIs that fall under their Terms of Reference; and
- PRAP receives a quarterly '*Stock-Take*' report covering all Corporate Plan KPIs and Steps.

13. The Planning and Performance Framework identifies corporate priorities and areas of improvement by deriving insight from all relevant data sets that the Council and its partners may hold. The **Data Strategy** will support the Council in its transition from being a *data-rich* organisation to being *data-driven* by setting out a systematic approach to managing and interrogating data to complement the Planning and Performance Framework.

14. The Data Strategy will outline the five components which support the use of data to drive service improvement. These components are:

- **Data Architecture** – This will provide a framework detailing how information is collected, classified, integrated, enhanced, stored, and delivered securely.
- **Data Management** – This involves establishing standards and policies to ensure that data is of the highest quality and managed in accordance with legislation. Specifically, processes will adhere to the requirements of the:
  - Data Protection Act 2018
  - General Data Protection Regulation (GDPR) 2018
  - Freedom of Information Act 2000
- **Data Governance** – This involves defining and assigning roles, such as information owners, to make it clear who is responsible for ensuring our data is secure and well-managed throughout its entire lifecycle.
- **Business Intelligence** – This details the technology architecture that will enable the right people to gain access to the right data and at the right time. Data is collected and organised in a logical way into a centralised

store (the 'Data Warehouse') and is drawn on by data visualisation software (for example, Power BI) to produce reports and dashboards.

- **Education & Culture** – This involves creating and supporting a data culture to enable data-driven decision-making and policymaking for our political leadership, managerial leadership, and service managers. It will also include the upskilling of members of staff who have a role in (a) the production of our reporting datasets and (b) bringing that data to life via engaging visuals.

### **Scope of the Scrutiny**

15. This item will give Members the opportunity to consider how the Council is responding to meet the new legislative requirements and convey its observations on the Performance and Planning Framework and Data Strategy in advance of a report to Cabinet in either February or March 2022.

16. To facilitate the scrutiny, in attendance to answer Members questions will be: Cabinet Member for Finance, Modernisation & Performance, Councillor Chris Weaver; Paul Orders, Chief Executive; Chris Lee, Corporate Director Resources; Isabelle Bignall, Chief Digital Officer; Gareth Newell, Head of Performance and Partnerships; Dylan Owen, OM Policy & Improvement; and Chris Lloyd, Enterprise Systems & Data Manger.

### **Legal 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 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**

18. 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**

- i. The Committee is recommended to consider whether it wishes to relay any comments, observations or recommendations to inform the final Performance Management & Data Strategy report to Cabinet.

**DAVINA FIORE**

Director, Governance & Legal Services

12 January 2022