APPENDIX C

Corporate Plan 2022-25: Performance Panel Recommendations and Requests

The recommendations of the Performance Panel have been welcomed. The responses have been grouped into three categories (below), depending on the nature of the Panel's comments, with a response or explanatory note included as necessary.

- 8 Recommendations
- 7 Accepted
- 1 Partially Accepted
- 0 Not Accepted

REF/PAGE	Observation/for Cabinet's further reflection	Response	Status
WBO2	**Cross-directorate work:** The Panel **recommends** more emphasis is included in the draft Corporate Plan on the importance of cross-directorate work within the Council to achieve well-being objective 2.	The opening narrative to this Well-being Objective has been expanded to include: *"A key part of this will be the ongoing focus on joined-up planning and integrated service delivery across all Council directorates."* Relevant page of the Corporate Plan (designed version): Page 20	**Recommendation Accepted**
Corporate Plan, page 24 – S2.10	**Quality of Care:** The Panel **recommends** within the draft Corporate Plan, more explanation on the Quality Assurance Framework recently implemented is provided. This narrative should include the framework's purpose and how it works.	Additional text has been added to the narrative regarding the Quality Assurance Framework. *"Quality monitoring work will be undertaken through the Quality Assurance Framework which delivers high-quality, strengths-based social work and care. This will ensure that the assessments meet regulatory requirements and identify outcomes for individuals that reflect their voices and needs."* Relevant page of the Corporate Plan (designed version): Page 22	**Recommendation Accepted**

Corporate Plan S4.2	**Shared Regulatory Services (SRS):** Members highlighted the step in the Corporate Plan is to deliver the SRS business plan. During our discussions in December 2021. at the mid-year performance report panel review, Members were made aware of the staffing recruitment and retention issues facing SRS in Cardiff, and nationally. Members sought assurance these had been resolved. Members note the Chief Executive's response that SRS is still facing pressures, not least the demobilisation of covid infrastructure coupled with the need to prioritise work, that the Head of SRS has not flagged any public health safety concerns per se but has flagged that concerns and pressures for staff remain. **Members recommend** that the Corporate Plan include narrative on SRS to this effect.	Additional text has been added to the narrative regarding Shared Regulatory Services.

"More broadly, the work of Shared Regulatory Services will continue to play a vital role in ensuring public health and public safety. Having played a crucial role in responding to the Covid-19 crisis, the service is now re-focusing on core business provision in the context of rising demand pressures and ongoing pandemic management support. The expertise of the service will be effectively deployed as part of a joined-up partnership approach to public health and public protection."

Relevant page of the Corporate Plan (designed version): Page 37 | **Recommendation Accepted** |
| **Corporate Plan S4.20 (New)** | **Violence Prevention Strategy:** The Panel **recommends** more narrative is included on the upcoming Violence Prevention Strategy such as its aims and purpose to reflect its importance. | Additional narrative has been included regarding the forthcoming Violence Prevention Strategy.

"As part of this work, a new statutory Violence Prevention Strategy will be developed with partners, focusing on building local intelligence, protecting those who are vulnerable, targeting violent offenders, and progressing a preventative approach to serious violence."

Relevant page of the Corporate Plan (designed version): Page 37 | **Recommendation Accepted** |
| **Corporate Plan S4.27** | **Regional Sports Partnerships:** the Economy & Culture Scrutiny Committee has recently completed an Inquiry into Community Sport in Cardiff, focused on understanding the impact on Cardiff of Sport Wales's Regional Sports Partnerships. The Inquiry Report has been submitted to Cabinet and is due to be presented to Cabinet 24 February 2022. Members highlighted the Corporate Plan makes no reference to the need to | A new bullet point has been added to the step below to capture the ongoing work with Sport Wales.

Support grass-roots and community sports by:
• Embedding the new Physical Activity & Sport Strategy 2022-27, and working with partners to develop further plans through 2022/23 that increase participation, | **Recommendation Accepted** |

	engage with Sport Wales to develop a model that works for Cardiff. Members note and agree with the response from the Leader that Cardiff is well positioned regarding community sport and the Chief Executive's response that there is an opportunity to develop a firm proposal to discuss with Sport Wales. **Members recommend** the Corporate Plan would benefit from including wording to this effect, to aid transparency and accountability, and **Member's note** the Leader's point that Cardiff's position could be better reflected in the Corporate Plan.	attract investment, improve health, tackle inequality, and ensure sustainability of provision; • Supporting access to local community sports clubs and organisations, increasing participation in sports and enhancing extra-curricular opportunities through the Community-Focused Schools approach; • Supporting community sports clubs with a particular emphasis on under-represented groups such as women and girls, ethnic minority communities, Welsh speakers, disabled people, and the LGBT+ community; • *Ensuring that the Sport Wales's Regional Sports Partnerships reflect the priorities of Cardiff.* Relevant page of the Corporate Plan (designed version): Page 44	
KPI4.11 KPI4.14 (New)	**The extent to which citizens agree local public services are successfully dealing with anti-social behaviour and crime in their local area.** The Panel considers there is still a notable absence of Anti-Social Behaviour specific KPIs. However, we are pleased to see that a KPI has recently been developed relating to domestic abuse and one is being developed on how successfully bodies are dealing with ASB instances. The Panel queried, if, in line with their previous comments, a KPI could be developed on ASB instance in the city. From the response we note the emphasis that ASB is largely seen as a police matter, and a wider suite of KPIs are supplied to the Community Safety Partnership Leadership Board to ensure a broader understanding of city's ASB context.	The Corporate Plan already contains indicators on Anti-Social Behaviour. Results of the Ask Cardiff survey question "The extent to which citizens agree that local public services are successfully dealing with anti-social behaviour and crime in their local area" is included in the Corporate Plan itself and "The number of reports of anti-social behaviour (ASB) to the police" has also been included as an outcome indicator in the new Corporate Plan. Together these two indicators give an assessment at a city-wide level of ASB. As ASB data is primarily police data, this is reported to the Community Safety Leadership Group. The board has developed a data dashboard that is bringing all data relating to crime and ASB together that can be analysed by the Council and partners and support evidence-based action. ASB is also, very often, 'local' in nature. The Council has therefore piloted a multi-agency problem-solving	**Recommendation Partially Accepted**

	In addition, the Panel notes the work of Partnership problem solving groups shows, depending on the nature of the issue and the nature of the community, the issues that need to be measured can vary. We note a suite of KPI's are being developed in line with nature of this problem. However, as the issue of community safety is high on the agenda for Cardiff's residents, and to provide a landscape picture of ASB instance in the city and insight into whether it is improving, the Panel **recommends** a KPI is developed on ASB instances. Or, if this is already presented to the CSP Leadership Board – included in the Corporate Plan.	approach to ASB hotspots over the past year that responds to the particular issues in those communities. This has been successful, and there is a budget allocation for expanding it. The problem-solving approach requires collecting data that responds to the specific issues that are being felt in that place – this work is situational and responsive, so performance indicators will vary by locality but include data such as reported ASB, number of young people accessing diversionary provision and support, and levels of vehicle-related crime amongst others.	
KPI5.3 **KPI5.5**	**Visitors to City:** Members highlighted that no targets for 2022-23 have been set for KPIs 5.3, 5.4 and 5.5. Members understand the rationale for not having targets for 2021-22, when covid lockdowns significantly reduced visits to Cardiff. The situation is changing, with the successful vaccination programme and the Welsh Government reducing restrictions, and it is important that Cardiff promotes itself to ensure it is seen as a destination of choice as the market opens up. **Members wish to accept the offer** from the Leader to provide further details on the work the Council and partners, such as For Cardiff and Visit Cardiff, are undertaking to market Cardiff.	Officers to arrange for the Economy & Culture Scrutiny Committee to receive an update on FOR Cardiff and Visit Cardiff.	**Action**
KPI.6.16	**Recycling:** The Panel questioned the risk to the Council of being fined for not achieving the 64% WG recycling target. Furthermore, given that the Recycling Strategy will not be approved until December 2022, the Panel queried what the further consequences will be if the Council does not then achieve the 70% WG target by 2024/25? The Panel were reassured that the risk was	The Council will continue to support Welsh Government proposals for occupiers of all non-domestic premises, including businesses, to recycle their commercial waste. Towards the end of 2021, Cardiff Council's Trade Waste team began to implement a new approach to commercial recycling collections, where they only accept contracts	**Recommendation Accepted**

	currently low as, from discussions with WG, there is agreement and understanding that the Strategy is the Council's response to these targets. It was reported that the pilot was going extremely well with a dramatic reduction in contamination. It was recognised that there were challenges that were unique to Cardiff and the Strategy set out ways to address this in order to achieve the targets. The Panel expressed frustration that Commercial waste providers do not have to meet similar recycling targets, to which they were advised that this does inadvertently affect the Council's performance as they also operate a Commercial waste service. The Panel **recommends** that the Council lobby Welsh Government to set targets for private companies to recycle their Commercial waste.	with businesses who recycle and are piloting segregated recycling collections. This work is focusing on businesses wanting to change and the Council's schools. However, wider improvements to recycling performance from businesses across Cardiff will be difficult to be realised until the legislation changes take place in 2023.	
KPI7.3	**Webcast hits:** The Panel is pleased to see how the number of webcast hits has increased. However, given that at Q3 2021/22 we are already 500 over the proposed target of 10,000 for 2022/23 you may look to be more ambitious/stretching. We acknowledge it's difficult to judge how far to stretch but we **welcome your offer to review the target in light of the Panel's comments.**	Proposed target to be maintained given that the number of online meetings held during lockdown inflated the number of webcast hits. However, the target will be reviewed as part of the new citizen engagement strategy.	**Target Reviewed**
KPI7.4 KPI7.5 KPI7.6	**Facebook; Instagram; Cardiff App**: The significant numbers of residents now engaging with the Council via Facebook, Instagram and the App is encouraging. These KPI's all appear to have taken a significant jump in 2020/2021. The Panel questioned whether a '10% increase on the previous outturn' is a sufficiently stretching target, given the increasing numbers of young people (16/17-year-olds) that will expect to connect with the Council through the channels they are most comfortable with? **We suggest these targets are worthy of review.**	The targets have been reviewed and are considered appropriate. The increase in performance during 2021/22 is greater than previous years and is attributable to the shift to online services during the periods of lockdown. The targets included in the Corporate Plan would deliver a significant increase in digital engagement and is considered deliverable.	**Target Reviewed**

| KPI7.12 | **Sickness Absence:** The outturn is forecast at 12.24 days. The Panel asked what steps will be taken to get to the target set at 9.5? Cabinet believe the Council's comprehensive well-being programme can bring figures down next year, particularly work to address long-term absence. Stress risk assessments are underway which will strengthen the approach.
The Panel notes SRS and other services have much lower levels of absence and reiterates scrutiny's **recommendation** to share best practice internally within the Council.
The Panel notes the context for each service is very relevant to sickness absence and, without the Covid element of the figures, there is in fact some underlying improvement. However, we urge you to address historical culture in some service areas. | Best practice on sickness management is shared within the Council through regular meetings between services, HR Officers and Occupational Health. As part of this process, successful approaches to case management are discussed and the best practice developed and implemented by other services is shared.

Organisational best practice is identified and reviewed by HR Officers supporting attendance cases, and this further ensures that there is a consistent approach to the management of sickness across services and schools.

Proactive research will also be undertaken with other organisations both in the public and private sector regarding their management of sickness in order to continue to improve our management of this. | **Recommendation Accepted** |