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**ADULTS, HOUSING & COMMUNITIES DIRECTORATE DELIVERY PLAN  
2022/23 AND THE;  
PERFORMANCE & PARTNERSHIP DIRECTORATE DELIVERY PLAN 2022/23**

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**Purpose of the Report**

1. To present the Adults, Housing & Communities Directorate Delivery Plan 2022/23 and the Performance & Partnership Directorate Delivery Plan 2022/23.
2. The Adults, Housing & Communities Directorate Delivery Plan 2022/23 is attached at **Appendix A**, and the Performance & Partnership Directorate Delivery Plan 2022/23 is attached at **Appendix B**.
3. Members are advised that in line with this Committee's terms of reference, some of the areas in the Directorate Delivery Plans (DDP's) fall outside of this Committee's terms of reference. Further information on this is provided at **point 15** of this report.

**Scope of Scrutiny**

4. This item will begin with Cabinet Members being offered the opportunity to provide a brief opening statement (should they wish). Following any opening statements provided by the Cabinet Members, the Committee will then have the opportunity to ask the Cabinet Members and officers questions on either the Adults Housing & Communities Directorate Delivery Plan, or Performance & Partnership Directorate Delivery Plan.

5. The scope of this scrutiny is for Members to receive an understanding and explore the (relevant) Adults, Housing & Communities and Performance & Partnership priorities for the year; along with their identified future challenges to inform Committee Member's upcoming work programming considerations.
6. In addition, it will also provide an opportunity for Members to enquire as to:
  - How the key priorities in the DDP were identified and the criteria used.
  - Whether the Steps, Milestones and Timescales for achieving priorities are appropriate and achievable.
  - What the arrangements are for monitoring the implementation of the Delivery Plan priorities.
  - Whether the performance measures are appropriate and fit for purpose;
  - The Directorates' resource levels and whether these are sufficient to resource the priorities.
  - The key challenges facing the Directorate and how they are planning for the future.
  - The Cabinet Member and Directors views as to how the Committee can assist the Directorate by timely work programming of identified challenges.
7. Following Scrutiny Members' review of the Directorate Delivery Plans, they will decide what comments, observations or recommendations they wish to pass on to the Cabinet for their consideration.

### **Background Context - The Council's Strategic Planning Framework**

8. The Council's Corporate Plan sets out how the administration's priorities for Cardiff will be achieved. The Council has four key high-level **priorities** that form the basis for the Corporate Plan 2022-25:

- **Working for Cardiff**
- **Working for Wales**
- **Working for the Future**
- **Working for Public Services**

9. Each of the priorities are aligned to Well-being Objectives (as required by the Future Generations Act).

10. The 7 Well-being Objectives that support the 4 priorities are:

- Cardiff is a great place to grow up (aligned to the priority **Working for Cardiff**)
- Cardiff is a great place to grow older (aligned to the priority **Working for Cardiff**)
- Supporting people out of poverty (aligned to the priority **Working for Cardiff**)
- Safe, confident, and empowered communities (aligned to the priority **Working for Cardiff**)
- A capital city that works for Wales (aligned to the priority **Working for Wales**)
- Cardiff's population growth is managed in a resilient way (aligned to the priority **Working for the Future**)
- Modernising and integrating our public services (aligned to the priority **Working for Public Services**)

11. For each Well-being Objective, a number of high level “steps” and Key Performance Indicators (KPIs) have been identified to measure progress. The information provided in the Delivery Plans attached to this report, are in line with the service areas relevant Key Performance Indicators, and Steps, as detailed in the Corporate Plan.

12. The Council's strategic planning framework *sets out the* “golden thread” in meeting the Council's four key priorities, as illustrated in the diagram below.



## Background – Directorate Delivery Plans

13. Each of the Council's Directorates are required, on an annual basis, to produce a Directorate Delivery Plan to illustrate how the priorities and Well-being Objectives detailed in the Corporate Plan will be met over the coming year.

14. The Delivery Plans follow a standard format adopted by all Directorates which is:

- **Introduction**
- **Directorate Profile**
  - *Lists the responsibilities of each of the Directorates service teams.*
- **Progress, Challenges and Priorities for 2022/23.**
  - *An analysis of opportunities and challenges ahead for the Directorate.*
- **How the Directorate will contribute to relevant Well-being Objectives**
  - *Having established the task ahead, the main body of the Plan is dedicated to tables setting out '**What we will do to...** (achieve the Well-being Objective)'. The table sets out the **Steps** that the Directorate will take to make progress in achieving each objective. Each Step indicates the **officer responsible** for its delivery, **key milestones during 2022/23** and links to an equality objective.*
- **Headline Indicators of Corporate Health**
  - *The Council has a suite of 32 Corporate Key Performance Indicators and each Directorate must report their performance over the last 3 years and set a target for 2022/23.*
  - *Committee Members are to note, where 'N/A' is used for previous years data (e.g. 2019/20, 2020/21, 2021/22) it means the data is not available, for reasons such as not collected at that time as the measure didn't exist. Where 'N/A' is used for targets, it means target setting is not applicable.*
- **Directorate Risks**
  - *Key identified risks are listed, with a RAG rating and a Lead Officer taking responsibility for addressing the risk.*
- **Audit Recommendations**
- **Scrutiny Recommendations**
- **Workforce Planning & Development**
- **Corporate Safeguarding Requirements**
- **Delivering the Welsh Language Standards**

15. Members are advised that the following services and Well-being Objectives of the Directorate Delivery Plans do not fall into the terms of reference of this Committee:

Adults, Housing & Communities

- I. **Early Help Service**
- II. **Libraries** (*Members are to note Hubs, fall into this Committee's terms of reference, but Libraries fall to the Economy & Culture Scrutiny Committee*).
- III. **Into Work Services**
- IV. **Well-being Objective 1** (*pages 18-24*)
- V. **Well-being Objective 3** (*pages 51-53 with the exception of the reference to Cardiff Cares Academy*)

Performance & Partnership

- I. **Bilingual Cardiff**
- II. **Cabinet Office**
- III. **Communications**
- IV. **Policy Performance and Improvement**
- V. **Well-being Objective 1** (*page 12*)
- VI. **Well-being Objective 4 – the steps which relates to the Race Equality Taskforce and Welsh language do not fall into this Committee's remit** (*page 16 & 19-20*)
- VII. **Well-being Objective 7** (*pages 21-22*)

For clarity purposes, Members are advised areas within the Performance & Partnership Directorate Delivery Plan that fall under this Committees Terms of reference are the following:

- I. **Community Cohesion,**
- II. **Community Safety**
- III. **PREVENT.**

*Members are to note the pages numbers listed above refer to the page numbers of the relevant Directorate Delivery Plan, not the pack of papers as a whole.*

## **Financial Implications**

There are no direct financial implications arising from this report. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. These financial implications will need to be considered before any changes are implemented.

## **Legal Implications**

The Scrutiny Committees are 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.

## **RECOMMENDATIONS**

The Committee is recommended to:

- i. Consider the contents of the report, appendices and information provided at the meeting and report any comments, observations and recommendations to the Cabinet.
- ii. Consider the way forward for the future scrutiny of the issues raised for inclusion within the Committee's 2022/23 work programme.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**12 July 2022**