

Annual Well-being Report 2021/22 – End of Year Performance Assessment

Reason for the Report

1. To provide the Committee with an opportunity for pre-decision scrutiny of the Council's Annual Well-Being Report 2021/22 reviewing the Council's end of year performance prior to its consideration by Cabinet on 20 July 2022.

Structure of the Papers

2. Attached to this report are a series of appendices to enable the scrutiny:

Appendix 1 - Annual Well-Being Report 2021/22

Appendix 1a: Q4 Position for **Key Performance Indicators** included within the Corporate Plan 2021-24 -

Appendix 1b: Q4 Position for **Steps** included within the Corporate Plan 2021-24

Appendix 2a: Scrutiny Performance Panel Chair's Letter

Appendix 2b: Scrutiny Performance Panel Recommendations

Appendix 2c: Cabinet Response to Performance Panel Recommendations

Appendix 3: Governance & Audit Committee recommendations and observations

Context

3. In line with this committee's Terms of Reference Members have responsibility for scrutiny of the Council's corporate planning, performance assessment and reporting arrangements.
4. The Council's Annual Well-Being Report 2021/22 is the end-of year performance report providing an assessment of the progress made in delivery of the administration's priorities as expressed within the Corporate Plan 2022-25.

5. The Local Government and Elections (Wales) Act 2021 introduced a number of new performance requirements on local authorities. Amongst these requirements is the need for Local Authorities to undertake a self-assessment. The Act, and associated Welsh Government guidance¹, sets out the expectations and purpose of the self-assessment.
6. To meet these requirements, in February 2022 the Council introduced a strengthened Performance & Planning Framework and Data Strategy. This reflective performance management process assists the Council in developing a balanced picture of its improvement journey over the year, while also recognising areas which require further attention. The approach makes a strategic evaluative assessment of performance for each Well-being objective, recognising both successes and challenges, in order to identify areas of focus for the year ahead. The self-assessment framework includes challenge by a number of stakeholders, including all Scrutiny Committees and the Governance & Audit Committee.
7. The Leader of the Council is committed to greater scrutiny engagement in the Council's corporate planning and assessment process. To this end the Scrutiny Performance Panel², chaired by the PRAP Chair and reporting through this Committee, is offered an opportunity to discuss the corporate assessment of the end-of year position prior to pre-decision scrutiny.
8. The remit and role performed by the Panel extends to in-depth informal scrutiny across all Council services. As such, membership of the Panel reflects the specialised knowledge and understanding of all five Council Scrutiny Committees, to enable effective internal challenge of the Authority's overall performance.
9. Comments, observations recommendations made by Scrutiny Chairs at the informal meeting are attached at **Appendix 2b** to inform this pre-decision scrutiny of the Annual Well-being Report 2021-22, prior to its consideration by Cabinet and full Council.
10. This level of collaborative scrutiny engagement acknowledges the benefit of progressive interaction of policy development, supporting effective scrutiny of corporate performance and its reporting processes, ensuring that the Annual Well-being Report is subject to co-production as well as independent scrutiny.

¹ [Statutory guidance \(gov.wales\)](https://gov.wales)

² Membership of the Scrutiny Performance Panel is comprised of the Council's 5 Chairs of Scrutiny.

Background

11. In February each year, Council approves a three-year **Corporate Plan**. The Corporate Plan sets out how the Council will deliver the administration's priorities as set out in its Policy Statement and the Council's Well-being Objectives for the year in accordance with the Well-being of Future Generations (Wales) Act 2015. The Plan includes the **Steps** and **Key Performance Indicators (KPIs)** considered necessary to deliver and monitor progress.
12. As a key stakeholder in the Council's self-assessment of performance, the Committee will routinely scrutinise performance formally three times a year, as follows:
 - a. February - Corporate Plan and Target Setting
 - b. June/July – End-of-Year assessment for the Annual Wellbeing Report
(*Note- this has been delayed until October this year due to local elections*)
 - c. December - Mid-Year Assessment

Structure of the Corporate Plan and Well-being Plan

13. The Corporate Plan for 2021-22 is structured around eight **Well-being Objectives**.
 - Cardiff is a great place to grow up
 - Cardiff is a great place to grow older
 - Supporting people out of poverty
 - Safe, confident and empowered communities
 - A capital city that works for Wales
 - Cardiff's population growth is managed in a resilient way
 - Modernising and integrating our public services
 - Managing the Covid-19 pandemic
14. Attached to this report at **Appendix 1**, the Annual Well-being Report 2021-22 provides a strategic self-assessment against each of these Well-being Objectives, which includes:
 - **A Strategic Assessment** *based on*
 - **Key Successes**
 - **Risks and Challenges** *and a*
 - **Forward Look: Areas of Focus**

To provide an end-of-year summary and evidence-based assessment of progress the report brings together information from several sources to assess performance, including:

- **Progress against the Council's Key Performance Indicators** – A number of performance indicators are identified within the Council's Corporate Plan which help show the progress made in delivering the Well-being Objectives. Where applicable, targets are set against these performance indicators to demonstrate the desired level of achievement. Performance indicators are assigned a RAG status: **Green** where the indicator is on or above target, **Amber** where the result is within 10% of the target and **Red** where the result is greater than 10% from the target.
- **Progress against the steps in each Well-being Objective** – The Council included a number of steps in the Corporate Plan to help achieve the Well-being Objectives. Monitoring the progress of these steps provides an understanding of what has been achieved and where further work is required.
- **Inspection Reports** – The Council is subject to a number of inspections from regulatory bodies including Audit Wales, Estyn (Education) and the Care Inspectorate Wales (CIW). Their findings help the Council to assess areas of strong performance, as well as identifying areas that require improvement.
- **Surveys and Citizen Feedback** – The annual [Ask Cardiff survey](#), as well as more specific consultation and engagement work, provide residents an opportunity to share their views on a wide range of the Council's services. From this, areas of strong performance can be identified, along with those areas where Cardiff's citizens feel the Council needs to improve. Similarly, complaints and compliments provide a valuable source of information on performance. The Annual Well-being Report is normally considered by Cabinet alongside the Annual Complaints Report; however, the Complaints Report will be considered earlier this year.
- **Finance Monitoring** – The Council's [Outturn Report 2021/22](#) serves to inform of the Council's financial position in respect of the year ending 31 March 2022.

- **Feedback from Scrutiny Committees and Governance & Audit Committee** – The Council responds to the issues raised and recommendations made by the Committees, which help inform performance improvement.
- **Risk** – The Council’s Corporate and Directorate Risks are considered as part of a rounded view of performance. The review of this information forms the basis of the Council’s self-assessment, a requirement of the Local Government & Election (Wales) Act 2021. The Act sets out the duty on Welsh local authorities to measure and review the performance of their functions, ensuring that resources are used economically, efficiently, and effectively.

15. **Appendix 1a** is a detailed update against Corporate Plan **Key Performance Indicators** for each well-being objective in the form of a PowerPoint presentation. For each indicator infographics analysis provides an ‘at a glance’ assessment of performance over the year. For quick reference Members will be able to scan the slides and easily spot those marked Amber or Red.

16. 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.

17. Members are particularly directed to **Appendix 1b** which provides a detailed narrative update - with RAG rating- against the Steps included within the

Corporate Plan 2021-24, providing fuller information for each Step, the *Lead Member, Lead Directorate*, a narrative *Update* and *RAG performance rating*.

Council Performance

18. The Annual Well-being Report 2021-22 points to the Council and its partners demonstrating a number of major achievements in responding to the Covid-19 pandemic, including: delivery of the mass vaccination programme; supporting vaccination uptake amongst ethnic minority communities; delivering an effective Test, Trace, Protect (TTP) Service; Health, Safety and Wellbeing of staff and service users; ensuring the availability of appropriate PPE; and compliance with Covid-19 Regulations.
19. The Council continues to evidence a broad pattern of year-on-year improvement across a range of council services, with clear progress being made in the delivery of Corporate Plan commitments in 2021/22, in summary:
- As part of a £1 billion Council-led programme to deliver 4,000 homes over ten years, 683 of the first 1,000 homes have now been delivered, with 131 completions in 2021/22.
 - The number of rough sleepers has remained low, with recorded figures as low as 11 during 2021/22 and consistently below 25, compared with 130 pre-Covid.
 - The new 17,000 seat Indoor Arena secured planning consent in March 2022, together with outline planning consent for the wider Atlantic Wharf regeneration scheme.
 - During 2021/22, the Council played an active role in creating 1,190 new jobs and safeguarding 912 jobs within the local economy.
 - During 2021/22, over £17.2million of additional weekly benefit payments were identified for clients of the Council's Money Advice Team, exceeding the target of £14million and representing an increase of £1.8million since 2020/21.
 - The Onsite Construction Academy has far exceeded its targets in supporting over 65,200 people in 2021/22, with at least 1,241 supported into work and 266 employers assisted.
 - Cardiff became the first local authority in Wales to achieve membership of the WHO Global Network for Age-friendly Cities and Communities.

- The implementation of a Recruitment & Retention Strategy and Workforce Plan within Children's Services has improved the Council's ability to attract and retain social workers, resulting in a net increase of 13 staff members during the year.
- Following an inspection by Estyn in November 2021, the subsequent report was published in February 2022 and noted sustained and incremental improvement in the quality and effectiveness of Education Services in Cardiff.
- Sustained low level of young people not in education, employment, or training (NEET) at the end of Year 11, with 1.5% of learners (53 young people) identified as NEET in October 2021.
- The programme of work to recruit and retain social workers is proving effective, meeting a Corporate Plan target which is recognised as being challenging to achieve given labour market conditions.
- There has been a continuing shift in the balance of care.
- 15 Council parks and green spaces have been awarded full Green Flag status.
- In 2021/22, over £2.5m has been invested in play areas and parks infrastructure.
- As part of Cardiff's One Planet Cardiff Strategy, 20,000 trees were planted across the city in 2021/22.
- The Council has expanded its Electric Vehicle (EV) fleet to 70 vehicles and delivered 59 EV charging units.
- Completion of the Bus Retrofit Scheme, implementation of 36 Electric Buses (not funded by Welsh Gov)
- The Council has reconstructed 112 roads and resurfaced, surface treated or reconstructed 46 footways, comprising a total of circa 190,000 square metres of surface treatment

20. The Report also draws attention to a range of performance challenges ahead: financial pressures; demand pressures in Children's Services; workforce pressures; recycling performance; and organisational adaption to the post-pandemic situation:

Scope of the Scrutiny

21. The scope of the scrutiny will focus on the assessment of performance at year end and the challenges and priorities ahead. The Committee has the opportunity to undertake pre-decision scrutiny of the Council's **Annual Well-Being Report 2021-22**

to be presented to Cabinet on 20 October 2022. Members are welcome to comment on performance related to all eight Well-being objectives, however, the key objective relevant to the PRAP Terms of Reference is **WBO7 – Modernising and Integrating Our Public Services**.

22. Members are requested to consider whether there are comments and observations that need to be captured during the Committees discussion of this item at the Way Forward for submission to Cabinet.
23. To support this item the Leader of the Council, Councillor Huw Thomas; the Cabinet Member for Finance, Modernisation and Performance, Cllr Chris Weaver; the Chief Executive, Paul Orders; Corporate Director Resources, Chris Lee; Corporate Director Communities, Sarah McGill; Head of Performance and Partnerships, Gareth Newell; and Operational Manager for Policy & Improvement, Dylan Owen, will attend to facilitate the discussion.

RECOMMENDATION

The Committee is recommended to:

- I. Consider the information provided at the meeting, the Council's Annual Well-Being Report 2021-22, and its appendices; and
- II. Determine whether it wishes to offer its comments, observations, or recommendations to Cabinet before its meeting on 20 October 2022.

DAVINA FIORE

Director of Governance and Legal Services

12 October 2022