

CYNGOR CAERDYDD
CARDIFF COUNCIL

POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE

13 December 2023

MID-YEAR PERFORMANCE ASSESSMENT 2023/24

Reason for this Report

1. To provide the Committee with an opportunity for pre-decision scrutiny of the Council's Mid-year Performance Assessment for 2023/24 prior to its consideration by Cabinet on 14 December 2023.

Structure of the Papers

2. The papers attached to this cover report to enable the scrutiny comprise:
 - Appendix 1** – Draft Cabinet report titled Mid-Year Assessment of Performance 2023/24
 - Appendix A** – Mid-Year Assessment of Performance 2023/24 (Narrative)
 - Appendix B** – Performance Panel letter from Scrutiny Committee Chairs
 - Appendix C** – Cabinet response to Performance Panel letter.
3. The assessment of performance contained within the Mid-Year Assessment is developed through a thorough process of self-assessment involving the political and managerial leadership of the Council, drawing from a wide range of sources of performance information and includes the performance data recorded in the [Public Corporate Performance Dashboard](#) against each Key Performance Indicator (KPI) and Step contained in the Corporate Plan.

Context

4. This committee's Terms of Reference confer overarching responsibility for scrutiny of the Council's corporate planning, performance assessment and reporting arrangements.
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 periodically by an appointed external panel. to implement a self-assessment process that measures and reviews the performance of its functions, ensuring that resources are used economically, efficiently, and effectively The strengthened performance framework the Council has put in in place 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.

6. The self-assessment framework includes challenge by a number of stakeholders, including 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.
7. The Leader of the Council takes an inclusive approach to meaningful scrutiny engagement in the corporate planning and performance process. This includes a commitment to scrutiny of performance at mid (Q2) and end of year (Q4) by the Committee, and informal policy development discussions with the Scrutiny Performance Panel to support Corporate Plan target setting and end of year performance assessments. This approach to scrutiny engagement acknowledges the benefit of progressive interaction of policy development, supporting effective scrutiny of corporate performance and its reporting processes.

Background

8. In February each year, Council approves a three-year **Corporate Plan** explaining how the Council will deliver the administration's priorities as set out in its Policy Statement and the 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.
9. As a key stakeholder in the Council's self-assessment of performance, this 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 – Q2
- c. December/January - Mid-Year Assessment of Performance – Q4

Structure of the Corporate Plan & Mid-Year Assessment Report

10. The Corporate Plan for 2023-26 is structured around seven **Well-being Objectives** linking the Administration's Priorities to the Well-being Objectives (WBO) followed by all partners of Cardiff's Public Services Board.

- 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
- One Planet Cardiff
- Modernising and integrating our public services

11. 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. Members are advised that the Mid-Year Assessment has been evaluated against the Corporate Plan 2023/26.

12. Each Well-being Objective 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.

Mid-Year Assessment of Performance

13. The Cabinet report at **Appendix A** summarises areas of progress and improvement (*point 9*) and areas of strategic challenge and corporate improvement priorities (*points 10-14*).

14. To arrive at the Mid-Year assessment of progress the report brings together information from several sources to assess performance, including:

- **Progress against the Council's Key Performance Indicators and Steps under each Well-being Objective** (accessible via the [Public Corporate Performance Dashboard](#))

- **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
- **Consultation surveys and citizen feedback,**
- **the Annual Complaints Report 2023/24.**
- **Financial Monitoring** – The Council’s month 6 Budget Monitoring Report 2023/24 serves to inform of the Council’s financial position mid-way through the financial year and project its position at year end 2023/24.
- **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 Year End risk report, and its Corporate and Directorate Risk Registers, provides an overview of the current risks and the actions in place to mitigate them.
- **Governance** – The Council’s Annual Governance Statement sets out an assessment of the Council’s framework of governance, risk management and internal control.

15. The [Corporate Performance Dashboard](#) provides a visual presentation of all Corporate Plan **Key Performance Indicators** and **Steps** for each well-being objective. By following the link, you can view progress at Q2 for all KPI’s and Steps. You will be able to filter results corporately, by Well being Objective, by Scrutiny Committee, or by Directorate.

16. Directorates have been asked to self-assess a RAG rating for each of the *KPI’s* and *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. The Scrutiny Performance Panel considered the mid-year assessment of performance 2023/24 on 28 November 2023. The Council received feedback from the Performance Panel on the 4th December 2023 (**Appendix B**), which made 11 recommendations. In response, Cabinet have accepted 10 recommendations and partially accepted 1 (**Appendix C**), ensuring that the Mid-Year Assessment provides a balanced judgement and reflects the assessment of the Council's Scrutiny Committee Chairs.

Scope of the Scrutiny

18. The scope of the scrutiny will focus on the assessment of performance at mid-year and the challenges and priorities ahead.

19. Given their overarching performance role Members are welcome to comment on performance related to all seven Well-being objectives. However, the key objective relevant to the PRAP Terms of Reference is WBO7 – *Modernising and Integrating Our Public Services*.

20. 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.

21. 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; and Head of Performance and Partnerships, Gareth Newell will attend to facilitate the discussion.

Legal Implications

22. 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

23. 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.

RECOMMENDATIONS

The Committee is recommended to:

- I. Consider the information provided at the meeting, the Council's Mid-Year Performance Report 2023/24, and its appendices; and
- II. Determine whether it wishes to offer its comments, observations, or recommendations to Cabinet before its meeting on 14 December 2023.
- III. Consider whether performance issues identified as part of the mid-year assessment should inform the ongoing work programme of this scrutiny committee.

LEANNE WESTON

Interim Deputy Monitoring Officer

7 December 2023

