

# Planning and Performance Management: Responding to the Local Government and Elections (Wales) Act

Governance and Audit Committee, 28<sup>th</sup> September

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# Planning and Performance: In brief

## 1. What are we trying to do and how are we planning to do it?

- i. There is a clear view of what success looks like – across the organisation and with relevant partners*
- ii. Create realistic plans and budgets, settings clear accountabilities, metrics and targets*

## 2. How, at any given moment, will we know whether we are on track?

- i. Performance Reporting and Systems: Reporting gives a timely view of performance with appropriate detail, and it feels like it adds value rather than being a burden.*
- i. Holding robust performance dialogues: Performance reviews are both challenging and supportive, and are focussed, fact based and action orientated*

## 3. If we are not on track, what are we going to do about it?

- i. Actions are taken to improve performance and there are visible consequences for good and bad performance.*

# Legislative Context: **Future Generations Act**

Councils are required to:

1. Set and publish Well-being Objectives (via Corporate Plan)
2. Take all reasonable steps to meet those objectives (via Corporate Plan)
3. Publish a statement about Well-being Objectives (via Corporate Plan)
4. Publish an annual report of progress (via Annual Wellbeing Report)
5. Publish its response to any recommendation made by the Future Generations Commissioner for Wales (none received, as yet)

# Legislative Context: **Local Government Act**

Councils are required to:

1. **Keep performance under review:** is the extent to which it is exercising its functions effectively; using its resources **economically, efficiently and effectively**, and; its governance is effective for securing the above.
2. **Consult on performance:** with local people, staff, trade unions and partners
3. **Report on performance:** produce a self-assessment report every year, containing assessment of performance (service, finance, governance) and improvement actions identified
4. **Arrange a panel performance assessment and respond to a panel performance assessment report**

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# 1. What are we trying to do & how are we planning to do it?

*i) There is a clear view of what success looks like – across the organisation and with relevant partners*

- Capital Ambition
  - High level policy statement of the administration
  - Approved by Council
  - Clearly communicated to citizens; partners; staff and members.
- Wellbeing Objectives:
  - Outcome-focused statements which sets out what the Council wants to achieve e.g *Cardiff is a great place to grow up; Cardiff is a great place to grow older*
  - *Set in the Corporate Plan, following process of self-assessment and challenge*
  - Shared wellbeing objectives with Cardiff Public Services Board
- Wellbeing Indicators:
  - Measure progress towards achieving the Well-being Objectives
  - Outcome indicators, not service performance
  - Measured at city-level and gap between communities
  - Agreed in partnership via PSB
  - Reported annually and accessed via city performance dashboard

# 1. What are we trying to do & how are we planning to do it?

*ii) Create realistic plans and budgets, settings clear accountabilities, metrics and targets*

Council's Planning and Performance Framework, including:

- Corporate Plan
- Directorate Delivery Plans
- Personal Performance Objectives
- Budget
- Risk Management
- Workforce Action Plan
- Asset & Property Plan
- Partnership Planning (Wellbeing Plan, Area Plan, etc.)



# Corporate Plan

## **What is it?**

- Translates policy agenda of administration into Wellbeing Objectives
- Contains SMART 'steps', with political and managerial responsibility
- KPIs and targets

## **How is it developed and agreed?**

- Self-assessment process
- Challenge and support sessions – CEX, Cabinet and Scrutiny
- Developed and approved alongside budget at Cabinet and Council

## **How do we report against it?**

- Quarterly Performance Reports
- Annual Wellbeing Report

# Corporate Plan development

- Mid Year self-assessment commences Corporate Plan refresh (*November*)
- Thematic Challenge Sessions (by Wellbeing Objective, *December*)
  - Involving Leader, Cabinet Member for Finance, Modernisation and Improvement, Lead Portfolio Holders, Chief Executive and relevant Directors
  - *Consider Corporate Challenges / Priorities / Key Performance Indicators / Target Setting*
- Engagement with Performance Panel (*January*)
  - *Consider Corporate Challenges / Priorities / Key Performance Indicators / Target Setting*
- Engagement with PRAP & All Scrutiny Committees (*February*)
  - *Consider Corporate Challenges / Priorities / Key Performance Indicators / Target Setting*
- Approval: Cabinet and Council (*February*)

# Directorate Delivery Plans

## What are they?:

- Corporate Template developed which includes:
  - **Service commitments** to achieving delivery of Corporate Plan, with associated service KPIs
  - **Corporate organisational health KPIs**, including sickness absence, training etc.
  - **Mitigating actions in relating to major risks** identified through the risk process (and link to risk register)
  - **Actions to progress Equality & Inclusion objectives** included in the Equality & Inclusion Strategy and actions to address any differentials in access to service across protected characteristics
  - **Compliance with Welsh language standards** and Welsh language policy priorities
  - **Corporate Safeguarding** actions identified through the Safeguarding self assessment process
  - **Regulatory compliance**, including response to any recommendations or proposals for improvement
  - **Scrutiny recommendations**, including response to any recommendations or proposals for improvement
- Can be supported by Service Plans (optional)

## How are they developed and agreed?:

- Developed through directorate self-assessment exercise
- Agreed at the year-end assurance sessions convened by the Chief Executive and Section 151 Office.
- Each Scrutiny Committee also considers the Directorate Delivery Plan(s) which fall within their remit.

# Personal Performance Objectives

- **Setting Personal Objectives** (May/June)
- **Six-month review** (Completed by November)
- **End of Year Review** (Completed by 31<sup>st</sup> May)
- **Key Principles of the Performance Discussion**
  - Face-to-face discussion between the employee and the manager,
  - Identifies clear objectives for the individual to deliver corporate priorities
  - Reflects on what has gone well
  - Consider areas of improvement
  - Identifies actions and next steps, including any support or training required to achieve personal objectives.

# Other Plans...

- **Budget:** Developed and agreed alongside the Corporate Plan
- **Risk and Governance:** Reviewed every quarter
- **Workforce planning:** Directorate action plans developed following approval of the Corporate Plan, contribute to a Council Workforce Action Plan
- **Assets:** Annual Property Plan
- **Procurement Strategy**
- **Other:** statutory and non-statutory strategies

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# Reporting: Improving the Presentation of Corporate Performance Data

2. SUPPORTING VULNERABLE PEOPLE	IMPROVEMENT OBJECTIVE	DIRECTORATE RESPONSIBLE	MEASURES	16-17 YE RESULT (15-16 AY)	16-17 YE TARGET (15-16 AY)	16-17 Q3 RESULT (16-17 AY Q3)	15-16 YE RESULT (14-15 AY)
2.1 - People at risk in Cardiff are safeguarded	SS	R	Percentage of Children's Services social work vacancies across the service	23.5%	18%	23.6%	22.2%
			Percentage of re-registrations on the Child Protection Register during the year	3.3%	Create Baseline	2.0%	New
			Percentage of adult protection enquiries completed within 7 working days	98.0%	Create Baseline	98.2%	New
			Percentage of children supported to remain living within their family	55.5%	Create Baseline	56.6%	New
			Number of children participating in the Challenging Extremism module	894	1,000	894	New
2.2 - People in Cardiff have access to good quality housing	CHCS	CO	The number of customers supported and assisted with their claims for Universal Credit	691	400	541	New
			Additional weekly benefit awarded to clients of the City Centre Advice Team	£11,895,475	£10,000,000	£8,733,556	New
			The percentage of Commercial Landlord Agents licensed with Rent Smart Wales (cumulative)	66%	30%	108%	New
			Number of Landlords in Wales registered with Rent Smart Wales (cumulative)	74,169	26,000	68,563	New
			The percentage of interventions provided by the outreach service within 3 working days of a report of rough sleeping	100%	90%	100%	New
2.3 - People in Cardiff are supported to be live independently	CHCS	SS	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	52.06%	20%	Annual	New
			The percentage of new service requests to be managed within Independent Living Services (ILS) as opposed to Social Care	62%	50%	57%	New
			The percentage of cases where alternative solutions were found by an Independent Living Visiting Officer through interventions reducing the need to follow through to Social Care	93%	45%	94%	New
			The percentage of Telecare calls resulting in an ambulance being called	8%	<10%	5%	7.5%
			The percentage of care leavers aged 16-24 experiencing homelessness during the year	Not yet available	Create Baseline	Annual	New
			The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	5.01 (Pilot result)	10.79	4.54	11.10
			The total number of adults in need of care and support using the Direct Payment Scheme	746	750	707	New
			The percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year	73.5%	90.0%	61.7%	76.8%

3. CREATING MORE AND BETTER PAID JOBS

DIRECTORATE DASHBOARD Q4											
DIRECTORATE: City Operations (Page 1 of 2)			DIRECTOR: Andrew Gregory		NUMBER OF EMPLOYEES (FTE): 914		CABINET MEMBERS: Cllrs Bradbury, Derbyshire & Patel				
<p>IMPROVEMENT OBJECTIVE: 3.2. Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure</p> <p><b>DIRECTORATE SUMMARY OF PROGRESS:</b></p> <p><b>Cardiff City Region Metro and City Deal</b> - The A469/A470 scheme was substantially completed in January 2017. The Welsh Government awarded Cardiff Council approximately £2.6million of grant funding for transport schemes to be developed and delivered in the 2017-18 financial year. Partnership working with Welsh Government, Local Authorities and stakeholders in the Region continues, including consultation and engagement regarding the Wales and Borders Rail Franchise. The Regional Cabinet of the Cardiff Capital Region (CCR) City Deal ratified the £1.2billion deal on 1st March 2017. The first joint Cabinet of the City Deal met on 17th March 2017 to agree programme management and Accountable Body responsibilities, and to elect the Regional Cabinet Chair.</p> <p><b>Transport Strategy</b> - Following consultation, this was approved by Cabinet in October 2016. The Engagement questionnaire was published in December 2016 and the period for public / stakeholder feedback was extended to 24th March 2017.</p> <p><b>Cardiff Bay Programme / Action Plan</b> - This has been prepared and informed by regular steering group meetings across the Directorate. Work towards delivery of individual projects and aspirations within the draft Masterplan continues. Marmada Quay and Volvo / Alexandra Head focussed master-planning projects now underway. Britannia Park planning application submitted by Associated British Ports (ABP). The preparation of a final consolidated masterplan is likely to be concluded during summer 2017.</p> <p><b>Strategic Planning</b> - All 10 Local Authorities in the City Region have signed up to the City Deal, which has a planning dimension. The Regional Board supports the preparation of an overarching strategic vision which will inform the consideration of strategic development issues in the City Region and follow this route, as opposed to formally embarking on the statutory Strategic Development Plan route at this time. This will enable the strategic development issues to be considered in tandem with matters in relation to the City Deal, including wider transportation, infrastructure and economic development issues.</p> <p><b>Highway Asset Strategy</b> - Following the submission of pressure bids and the Asset Investment Strategy, the Highways Asset funding for 2017-18 has seen improvement from previous years. Works on a 'one council' approach have commenced and early engagement with stakeholders is underway, with a view to assessing what information is held for like assets (public realm, parks etc.). The value of the assets and the future funding requirements will be established as the investigation and engagement progress and the asset knowledge base is developed.</p> <p><b>Cycle Strategy</b> - The Integrated Network Map (INM) consultation was launched on 3rd January 2017 and closed on 28th March 2017. Cabinet approved the launch of the consultation on the Cycling Strategy, which ran from 1st February 2017 to 28th March 2017. Consultation activities have included an online consultation and survey, stakeholder meetings including the Cycle Liaison Group, the Access Focus Group and the Local Access Forum, 3 public events, and consultation with pupils at Willows High School and Plasnewydd School.</p>											
MEASURES		16-17 YE RESULT	16-17 YE TARGET	16-17 Q3 RESULT	15-16 YE RESULT	COMMITMENTS		Q1	Q2	Q3	Q4
LTPII011 - Mode of Travel to Work: Sustainable (annual)		44.9%	44.6%	N/A	43.9%	Support Welsh Government and other stakeholders in the formulation of proposals to develop the Cardiff City Region Metro		A/G	A/G	R/A	G
LTPII011C - Mode of Travel to Work: Cycling (annual) <i>Comment - Result has improved on previous year, however target not met this year which may be due to external issues such as the weather, although a sustained 1% shift to cycling from other modes each year was always going to be a challenge to achieve</i>		10.0%	10.2%	N/A	9.2%	Develop a Cardiff Cycle Strategy, benchmarked against European best practice, by December 2016.		G	A/G	G	G
THS007 - Percentage of adults aged 60+ who hold a concessionary bus pass		98.9%	94%	98%	96.5%	Approve a new Cardiff City Transport Strategy following public consultation and stakeholder engagement by October 2016		A/G	G	G	G
Percentage of major planning applications determined during the year within agreed timescales		98.3%	25%	33.3%	12%	Deliver first phase of the Action Plan for Cardiff Bay by December 2016		G	A/G	G	G
Percentage of householder planning applications determined within agreed time periods		96.3%	80%	95.1%	71.4%	Work with neighbouring Local Authorities and other relevant stakeholders to prepare a Strategic Development Plan (SDP) for the Cardiff Capital Region by 2021		A/G	A/G	G	A/G
The percentage of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition		6.07%	7%	N/A	5.23%	Establish a Zoom team for asset maintenance and renewal within the new City Operations Directorate by October 2017		A/G	R/A	A/G	A/G



# Improving the Presentation of Corporate Performance Data

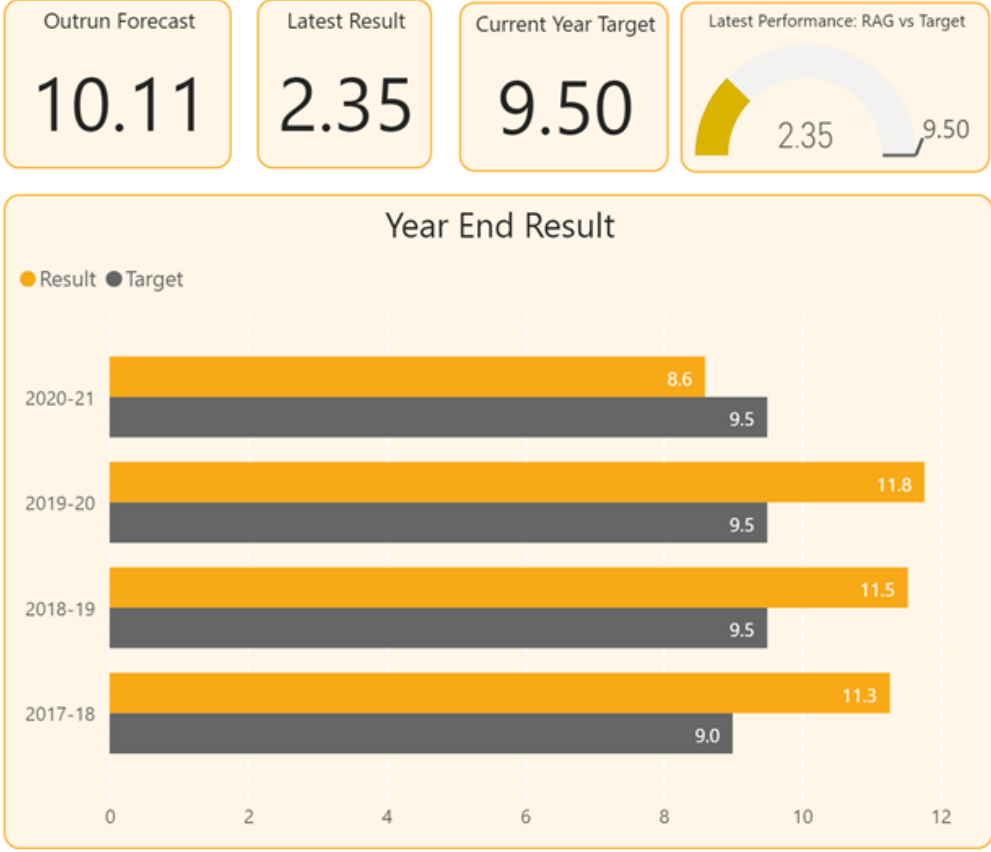
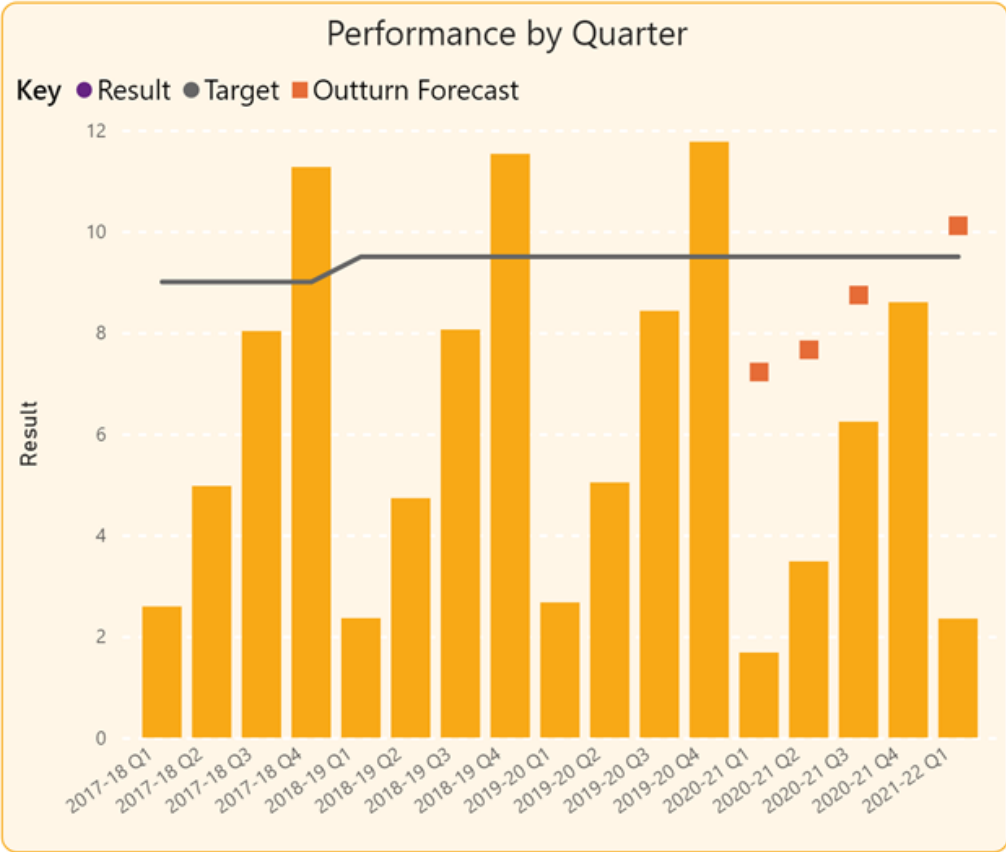


KPI Ref:  
7.12

## Modernising and Integrating Our Public Services

Reporting Frequency: Quarterly  
Data Presented Cumulatively? No  
KPI Introduced: 2017-18  
Most recent data point result:  
2021-22 Q1

The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence







# Self Assessment: Principles



**Mechanism for a council to keep its performance under review is self-assessment**, with a duty to publish a report setting out the conclusions of the self-assessment once in respect of every financial year, containing assessment of performance (service, finance, governance) and improvement actions identified

Self-assessment is a way of **critically, and honestly, reviewing the current position** in order to make decisions on how to secure improvement for the future.

The statutory Guidance sets out several **principles**:

- *'Self-assessment is not a fixed judgement.*
- *It should be a meaningful process, not an exercise in compliance.*
- *The process should encourage honesty, objectivity and transparency about the council's performance and governance.*
- *It should be owned and led at a strategic level, involving members and officers at all levels of the organisation.*
- *It should be an evidence-based analysis, understanding what a range of quantitative and qualitative information at the council's disposal reveals about how it is exercising its functions, using its resources and governing itself.*
- *It should be focused on outcomes, what has been achieved rather than the process.*
- *It should not be a standalone process, but integrated as part of the council's corporate planning, performance and governance processes.'*

	Reporting Regime				Who has Oversight
Planning & Performance	Q1	Q2	Q3	Q4	
Service Performance (Corporate Plan)	Quarterly Stock-take	Quarterly Stock-take	Quarterly Stock-take	Annual Wellbeing Report	Council, Cabinet, Scrutiny
Budget	Budget Monitoring	Budget Monitoring	Budget Monitoring	Annual Budget Report	Cabinet, PRAP
Governance and Risk		Senior Management Assurance (Half-Year)		Annual Governance Report	<b>Governance and Audit Committee</b>
	Quarterly Risk Report	Quarterly Risk Report	Quarterly Risk Report	Annual Risk Report	<b>Governance and Audit Committee</b> Cabinet
Recommendations of Regulatory Bodies		External Audit Tracker	<i>Assurance &amp; Risk Assessment</i>	External Audit Tracker	<b>Governance and Audit Committee</b>
Recommendations of Internal Audit	Internal Audit Tracker	Internal Audit Tracker	Internal Audit Tracker	Internal Audit Tracker	<b>Governance and Audit Committee</b>
Recommendations of Scrutiny Committees		Scrutiny Tracker		Annual Scrutiny Report Scrutiny Tracker	All Scrutiny Committees
Annual Complaints and Complements Report				Annual Complaints and Complements Report	Cabinet <b>Governance and Audit Committee</b>
Citizen Engagement			Ask Cardiff Results	Budget Consultation	Cabinet PRAP
Wellbeing Plan (PSB)				Annual Report of the Public Services Board	PSB PRAP
Social Services				Annual Director of Social Services Report	Council, Cabinet, CYP, CASSC & Council
		 <b>Mid-Year Self-Assessment</b>		 <b>Year-end Self-Assessment</b>	<b>Council, Cabinet, Scrutiny, Governance &amp; Audit</b>

Planning & Performance	Reporting Regime				Who has Oversight
	Q1	Q2	Q3	Q4	
Service Performance (Corporate Plan)	Quarterly Stock-take	Quarterly Stock-take	Quarterly Stock-take	Annual Wellbeing Report	Council, Cabinet, Scrutiny
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	Quarterly Risk Report	Quarterly Risk Report	Quarterly Risk Report	Annual Risk Report	<b>Governance and Audit Committee</b> Cabinet
Recommendations of Regulatory Bodies		External Audit Tracker	<i>Assurance &amp; Risk Assessment</i>	External Audit Tracker	<b>Governance and Audit Committee</b>
Recommendations of Internal Audit	Internal Audit Tracker	Internal Audit Tracker	Internal Audit Tracker	Internal Audit Tracker	<b>Governance and Audit Committee</b>
Recommendations of Scrutiny Committees		Scrutiny Tracker		Annual Scrutiny Report Scrutiny Tracker	All Scrutiny Committees
Annual Complaints and Complements Report				Annual Complaints and Complements Report	Cabinet <b>Governance and Audit Committee</b>
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		 <b>Mid-Year Self-Assessment</b>		 <b>Year-end Self-Assessment</b>	<b>Council, Cabinet, Scrutiny, Governance &amp; Audit</b>

# Self Assessment: **Annual Wellbeing Report**

- **Will act as Council's Statutory Annual Self Assessment Report**
- **Integrated as part of the council's corporate planning, performance and governance processes**
- **Assessment of performance (service, finance, governance) and improvement actions by Wellbeing Objective:**
  - What has gone well?
  - What are the performance challenges and risks?
  - What are the priorities for action?
- **Draws on performance intelligence from:**
  - Internal: service performance, assurance self-assessment, risk register, budget monitoring
  - External sources: regulatory reports, scrutiny recommendations, citizen surveys
- **Result of self-assessment process involving:**
  - Directorate self-assessment exercise
  - Chief Executive / s151 Officer assurance session
  - Cabinet and Senior Management Team Progress and Performance
  - Scrutiny: PRAP and Performance Panel
  - Governance and Audit Committee
  - Cabinet and Council

# Role of Audit and Governance Committee in the Self-Assessment

- *The council must **make a draft of its self-assessment report available to its governance and audit committee.** The committee **must review the draft report and may make recommendations for changes to the conclusions** or action the council intends to take. If the council does not make a change recommended by the governance and audit committee, it must set out in the final self-assessment report the recommendation and the reasons why the council did not make the change (Welsh Government Guidance)*

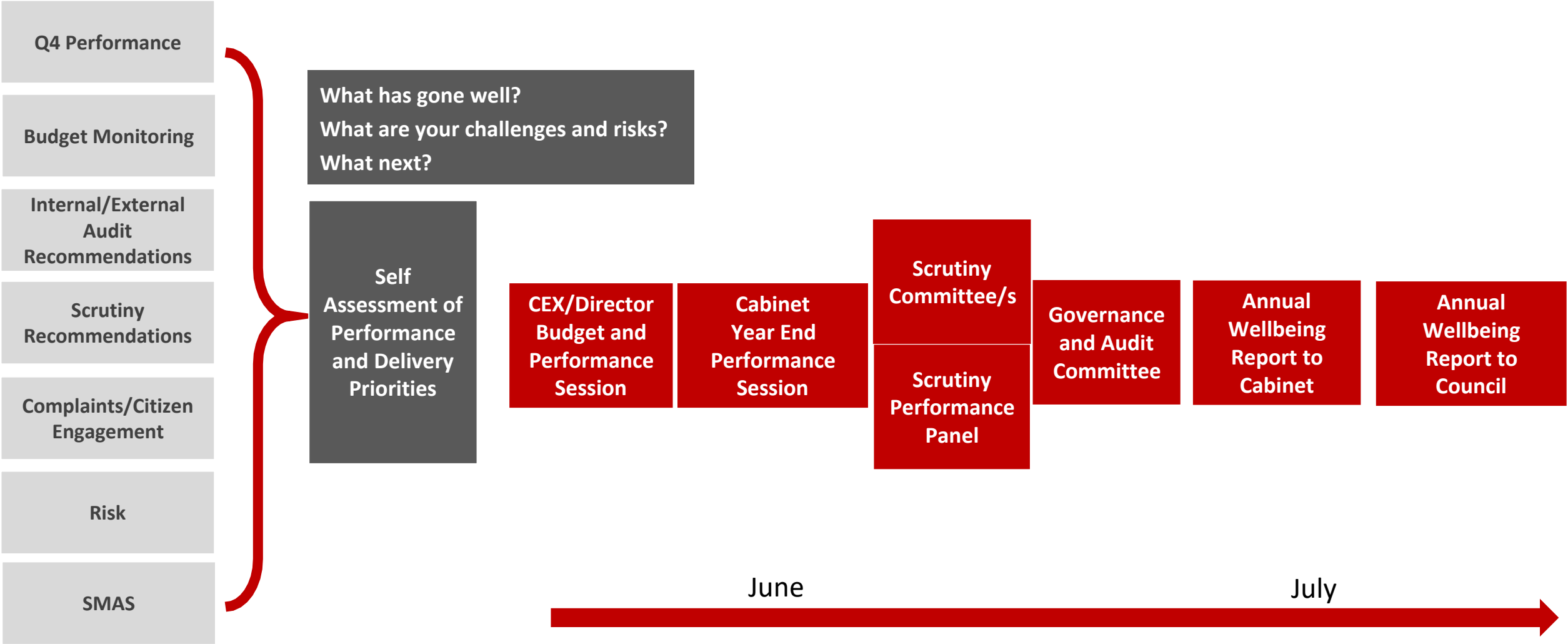
## **Proposed that Governance and Audit Committee:**

- Receive draft Annual Wellbeing Report (July)
- Receive briefing on output and approach to mid-year self-assessment exercise (January)

# Role of Audit and Governance Committee: Relationship with Scrutiny Committees

- Scrutiny Committees continue to be responsible for scrutinising specific performance issues within the remit of their ToR and executive decision making. The work of Scrutiny Committee's as they relate to performance issues will feed into the Annual Wellbeing report – which then must be shared with Governance and Audit Committee.
- Governance and Audit review the report and make recommendations, but in relation to high level issues around securing the Performance Requirements using the governance infrastructure of the Council, rather than recommendations on the specific service area performance issues dealt with by Scrutiny Committees themselves.

# Self Assessment Process



# Planning and Performance: In brief

## 1. What are we trying to do and how are we planning to do it?

- i. There is a clear view of what success looks like – across the organisation and with relevant partners*
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# Improvement: Tracking in-year action

Directorate Self Assessment

CEX Assurance Sessions

Cabinet Performance Session

Performance Panel

Scrutiny

Audit and Governance Committee

**Improvement  
recommendations  
identified and agreed**

a) Actions included in and reported through existing Corporate Reporting Framework (e.g. Risk, Budget, DDP)

b) In areas where further analysis and understanding required, Performance and Insight Team commissioned.

# Duty to arrange a panel performance assessment and respond to its findings

- **Purpose:** The panel is required to assess the extent to which the council is meeting the performance requirement
- **Timing:** The council has a duty to arrange a panel performance assessment at least once during an electoral cycle.
- **Membership:** As a minimum:
  - An independent panel chair – not currently serving in an official or political capacity within local government;
  - A peer from the wider public, private or voluntary sectors;
  - A serving local government senior officer, likely to be equivalent to chief executive or director, from outside the council to be assessed, and;
  - A senior elected member from outside the council to be assessed.
- **Consideration:**
  - The council must make the report available to the council's governance and audit committee and publish the report.
  - The panel must send the report as soon as is reasonably practicable after it has been prepared to: the council; The Auditor General for Wales; Her Majesty's Chief Inspector of Education and Training in Wales, and The Welsh Ministers.
- **Response:** The council must prepare a response to the panel performance assessment report.

# Panel performance assessment: Role of Audit and Governance Committee

*The council must make a draft of its response to the panel performance assessment available to its governance and audit committee, which must then review the draft response and may make recommendations for changes to the response to the panel assessment.*

*If the council does not make a change recommended by the governance and audit committee, it must set out in the final response the recommendation and the reasons why it did not make the change.*

# Duty to Consult on Performance

- Consultation throughout the year (not one-off)
- With defined stakeholder groups
  - local people;
  - other persons carrying on a business in the council's area;
  - the staff of the council, and;
  - every trade union which is recognised by the council.
- Intelligence demonstrably used to inform performance assessment.
- Aligned to the development of new Citizen Engagement Strategy (required in 2022).
- Arrangements for consultation and engagement are considered as part of senior management assurance and the Annual Governance Statement.

# Summary

- Council's Planning and Performance Framework has adapted to meet new legislative requirements.
- Improvements include:
  - Strengthened planning process: Corporate Plan and Directorate Delivery Plans
  - Mid-year and year-end self-assessment approach now embedded, drawing on wide corporate performance intelligence, owned and led at a strategic level by members and officers.
  - Integrated with existing corporate performance management governance
  - 'Tracker' approach introduced for scrutiny and regulatory recommendations
  - Improvements to data collection and performance reporting
- Additional responsibilities for Governance and Audit Committee:
  - Receive Annual Wellbeing Report (statutory self-assessment report) and make recommendations
  - Receive briefing on output of mid-year self-assessment
  - Receive Performance Panel Assessment Report, and make recommendations for change