

BY SUBMITTING THIS REPORT TO THE CABINET OFFICE, I, Paul Orders Chief Executive AM CONFIRMING THAT THE RELEVANT CABINET MEMBER(S) ARE BRIEFED ON THIS REPORT

**CARDIFF COUNCIL
CYNGOR CAERDYDD**

CABINET MEETING: 19 SEPTEMBER 2024

ANNUAL WELL-BEING REPORT 2023/24

LEADER (COUNCILLOR HUW THOMAS) AND CABINET MEMBER FOR FINANCE, MODERNISATION & PERFORMANCE (COUNCILLOR CHRIS WEAVER)

AGENDA ITEM:

Reason for this Report

1. This report is the Council's annual performance report, providing an assessment of the progress made in the delivery of the administration's priorities as set out within the Corporate Plan 2023-26. This report also enables the Council to discharge a number of statutory obligations, including a self-assessment of performance as required by the Local Government and Elections (Wales) Act 2021 and the publication of a statutory Annual Well-Being Report, as required by the Well-Being of Future Generations Act (Wales) 2015.

Background

2. The Council's Corporate Plan translates the administration's political priorities into deliverable organisational objectives. The Council's budget is also developed in tandem with the Corporate Plan on an annual basis to ensure alignment between the Council's budget and corporate priorities.
3. The Well-Being of Future Generations (Wales) Act 2015 requires the Council, as a public body, to publish Well-Being Objectives and how it plans to achieve them. These Well-being Objectives were set out in the Council's Corporate Plan 2023-26 as follows:
 - 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
4. The Annual Well-Being Report 2023/24 is a statutory annual review and self-assessment of performance in line with the commitments set out in the Council's Corporate Plan 2023-26 and includes:
- A strategic self-assessment of the Council's performance for the reporting year 2023/24 against each of the Well-being Objectives (**Appendix 1**);
 - A detailed update – with RAG (Red/Amber/Green) ratings – against the Key Performance Indicators (KPIs) included within the Corporate Plan 2023-26 and a detailed narrative update – with RAG ratings – against the Steps included within the Corporate Plan 2023-26. Updates against the Steps and KPIs in the Corporate Plan 2023-26 can be accessed via the [Corporate Performance Dashboard](#) (**Appendix 2**).

Self-Assessment of Performance: The Council's Planning and Performance Framework

5. The Cabinet approved a strengthened Planning and Performance Framework on 24 February 2022, which responds to the new performance requirements set out in the Local Government and Elections (Wales) Act 2021.
6. Part 6, Chapter 1 of the Local Government and Elections (Wales) Act 2021 places a new duty on local authorities to keep performance under review. The Act also places a duty on principal councils to report on performance through the production of a self-assessment report in respect of each financial year. The Act, and associated Welsh Government guidance, sets out the expectations and purpose of the self-assessment, which is summarised as follows:
- “...a way of critically, and honestly, reviewing the current position in order to make decisions on how to secure improvement for the future. Self-assessment is more than stating what arrangements are in place; it is about considering how effective these arrangements are and how they can be improved. Self-assessment of how the council is meeting the performance requirements places ownership of performance and improvement firmly with councils...It is about a council being self-aware, understanding whether it is delivering the right outcomes, and challenging itself to continuously improve.”*
7. The self-assessment report must set out its conclusions on the extent to which the Council met the performance requirements during that financial year, and any actions it intends to take, or has already taken, to increase the extent to which it is meeting the performance requirements. This duty is discharged through the publication of the Annual Well-being Report.

8. The Council's approach to self-assessment draws on a number of sources of performance information to assess progress against Well-being Objectives, including:
- Progress against the Council's Key Performance Indicators;
 - Progress against the Steps under each Well-being Objective;
 - Regulatory assessment;
 - Surveys and citizen feedback;
 - Annual complaints report;
 - Financial monitoring – the Council's Outturn Report 2023/24 serves to inform the Council's financial position in respect of the year ending 31 March 2024;
 - Feedback from Scrutiny Committees and the Governance & Audit Committee – the Council responds to the issues raised and recommendations made by Scrutiny Committees, which help to inform performance improvement;
 - Risk – the Council's corporate and directorate risks are considered fully;
 - Annual Governance Statement, supported by the Senior Management Assurance Statement.
9. These sources of performance information are reviewed annually to enable the Council to develop a rounded picture of the Council's improvement journey over the year, which is set out in the Annual Well-being Report. The report provides a balanced assessment of performance for each Well-being Objective, recognising areas of progress, risk, as well as identifying specific areas of improvement and performance challenge, which will require further attention in the year ahead. The Council also has in place a performance and accountability regime, which involves the wider political governance of the Council. This involves a directorate self-evaluation of performance and internal assurance and challenge by the Council's Cabinet and Chief Executive and Section 151 Officer before consideration by the Council's Scrutiny Performance Panel, Governance & Audit Committee, and Policy Review & Performance Scrutiny Committee.
10. The Performance Panel, which brings together the Chairs of the Council's five Scrutiny Committees, considered the Annual Well-being Report 2023/24 on 5 September 2024. The Performance Panel Chair's letter (including the Performance Panel's recommendations and observations) together with the response provided to the recommendations are included as **Appendices 3a and 3b** respectively.
11. The Council's Governance & Audit Committee considered the draft Annual Well-being Report 2023/24 on 10 September 2024. The Governance & Audit Committee's letter is included as **Appendix 4a** to this report. A response to the points raised by the Governance & Audit Committee is included as **Appendix 4b** to this report.
12. The Policy Review & Performance Scrutiny Committee also considered the draft Annual Well-being Report 2023/24 on 11 September 2024. Any letter received from the Scrutiny Committee following that meeting will be circulated at the Cabinet meeting on 19 September 2024 (**Appendix 5a** – to

follow). A response to the points raised by the Policy Review and Performance Scrutiny Committee is included as **Appendix 5b** (*to follow*).

Areas of Progress and Improvement:

13. 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 2023/24:
- Pupil attainment in Cardiff remains above the Welsh average for GCSEs of grades A* to C for WJEC qualifications made available by Welsh Government.
 - Cardiff has seen a demonstrable shift in the balance of care for children and young people through work to expand the Council's in-house fostering service and the implementation of the Accommodation Strategy. More children are being placed with local authority foster carers, and in in-house residential provision.
 - Within the context of a national shortage of experienced social workers, the Council has managed to reduce the number of vacant permanent social work posts to just 15.8% - the lowest rate achieved in years, from a high of 38.7% in June 2020.
 - The Trusted Assessor Model has been successfully rolled out, meaning occupational therapists can prescribe care for those being discharged from hospital, freeing up social worker time and reducing case backlogs.
 - There has since been a sustained reduction in the number of people sleeping on the city's streets – from around 50 individuals in November 2023 to 19 in March 2024.
 - Cardiff University estimate the value of the Real Living Wage to be £68m for the Cardiff economy since 2012.
 - Progress has been maintained with the Council's house building programme despite difficult market conditions with 1,110 new homes delivered.
 - £5.4m has been secured in external funding for investment in local communities over the last twelve months.
 - In 2023/24, the Council played an active role in the creation and safeguarding of over 2,400 jobs.
 - Overall, the Council's 'direct' operational emissions reduced by 11.7% between 2019/20 and 2022/23 (the latest available data). Furthermore, the Council's 'indirect' procurement-related emissions reduced by 25.5% between 2021/22 and 2022/23.

- The 2023 Air Quality Progress Report, which presents monitoring data captured in 2022, shows that there were no exceedances in either the annual or short-term air quality objectives for NO₂ at any automatic and non-automatic monitoring site during the period covered by the report.
- Significant progress has also been made in delivering a transformative programme of investment in public transport and active travel – Phase 1 of Cardiff CrossRail has been successfully tendered, funding obtained for bus priority measures, and funding made available to progress Stage 2 of the Outline Business Case for road user charging options.
- The Council has maintained its place as a Top 100 employer in the Stonewall Workplace Equality Index survey, the highest placed Welsh Local Authority overall.
- Good progress has been made in delivering the recommendations of the Race Equality Taskforce with a progress report shared with the Taskforce in July 2024.

Corporate Improvement Priorities

14. The Annual Well-being Report 2023/24 highlights a range of strategic performance challenges, which need to remain the subject of corporate focus over the year ahead.
15. **Managing sustained increase in the complexity and scale of demand across council services:** Council services continue to face increasing and increasingly complex demand pressures which require a sustained cross-Council and multi-agency response, including:
 - Services for children and young people are experiencing pressures and challenges as a result of the continued impact of the pandemic, the cost-of-living crisis and of the long-term impacts of austerity and of poverty. In Education, a number of inter-connected issues, including concerning patterns of attendance and exclusions, of delayed pupil development and early years, rising concerns relating to emotional health and well-being, and rising demand for pupils with Additional Learning Needs, will require concerted action from the Council, partners and school leaders over the year ahead. In Children's Services, despite effective preventative action, the number of children entering care and the cost of support services and accommodation is continuing to rise. In response, the Council will continue to prioritise the delivery of the strategy to shift the balance of care, including the delivery of its accommodation strategy for children.
 - The adult social care sector continues to face ongoing pressures through rising demand and increasingly complex service requirements, including for older people and for cohorts of vulnerable adults such as those with learning disabilities. Over the year ahead, the Council will continue to work in partnership with health and

community partners focussed to help as many people as possible to live independently at home.

- The number of people who are becoming homeless and the demand for emergency and temporary accommodation has continued to increase, with high waiting lists across all homeless gateways. Around 8,000 people are now on the Council's housing waiting list and the rental rate in the private rented sector is at unprecedented levels. The shortage of housing of all tenures is creating pressure and contributing to financial pressure across many council services (including Adult and Children's Services, above). The need to rapidly extend access to housing, through building and securing additional affordable housing and housing tailored to support independent living, remains a corporate priority.

16. **Ensuring continued service and financial resilience:** The Council faces significant immediate and medium-term budgetary challenges. The Budget 2025/26 and Medium-Term Financial Plan Update Report, which was considered by Cabinet and Council on 18 July 2024, set out a revised indicative revenue budget gap of £49.726 million for 2025/26 and a £147.784 million budget gap across the period of the Medium-Term Financial Plan (MTFP) from 2025/26 to 2028/29. These pressures are due to a combination of increased complexity and scale of demand on services (see above), inflationary pressures driven by employee-related costs, the costs of goods and commodities purchased by the Council (such as energy, food and fuel) and the cost of construction, materials and commissioned services.
17. **Workforce pressures:** The Council continues to face a range of workforce challenges, including recruitment challenges and high levels of sickness in specific service areas. Recruitment and retention issues remain apparent across several services, which is impacting the delivery of certain projects and commitments. This is particularly the case in Adults and Children's Services, where interventions to develop tailored approaches to recruitment and retention is having a positive impact. In response to sickness absence rates being above target for the Council targeted support continues to be provided for areas with absence rates, particularly in respect to managing long term sickness absence, alongside enhanced interventions to the health and wellbeing support for staff. Over the year ahead the Council will continue to focus on the delivery of the Workforce Strategy 2023-27, prioritising proactive workforce planning, the further development of a supportive work environment, a continued emphasis on Equality, Diversity and Inclusion and an enhanced programme of staff engagement.
18. **Responding to new risks and issues:** In addition to the sustained rise in demand on services, the Council has, alongside its partners, responded to several un-anticipated yet substantial risks and issues during the year. In 2023/24, these have included managing the immediate impacts of the housing emergency, responding to and developing a community response to the civil unrest in Ely, and managing the impact of accelerated asylum dispersal. In each case, the Council convened an effective response, often involving cross service-area working and collaboration with public service

partners, the private sector and the third sectors. Looking ahead, the Council must continue to anticipate and respond, at speed and in partnership, to new risks and issues as they emerge.

Service and Budget Review Programme

19. Given the pressures outlined above, the Council recognises that business as usual approaches to efficiency savings won't be enough to meet the scale of the of challenge faced. In May 2024, the Cabinet therefore initiated a comprehensive, politically-led assessment to review and redesign services and ways of working. The review process would be guided by the principles of the Cabinet's Stronger, Fairer, Greener policy agenda and the delivery of Corporate Plan priorities:
 - **Stronger:** We will prioritise front line services and continue to drive the city's development.
 - **Fairer:** We will protect the most vulnerable people and communities, making sure any change is fair and equitable.
 - **Greener:** We will be a One Planet Council, making sure that carbon reduction is a priority for all services how we deliver projects and manage our assets.

20. The Council delivers a range of services to people of different ages, in different communities with very different needs, operating a variety of delivery models, working with partners in different sectors and across different geographies. In establishing the review, the Cabinet's view is that an off-the-shelf 'Target Operating Model' cannot be applied, from the top-down, to such a diverse organisation and so instead set out a series of **principles** to be used to guide the Council's approach to changing services:
 1. **A Member-led Council:** Priorities will, at all times, be set by Cabinet, including where new service models will be considered, where responsibilities have increased beyond resources or where service levels/standards need to be reduced to enable sustainability.
 2. **Citizens first:** We will redesign our services in ways that work for the people, families and communities that rely on them. This will mean aligning and integrating services that relate to similar or the same client groups and communities and making sure that our services work as a coherent, joined-up, efficient systems from the perspective of those accessing and using them.
 3. **Digital by default:** We will make sure our access channels to services reflect the needs of the people using them. This will mean accelerating the shift to an 24/7 online offer for all transactional services, with face to face and telephone channels maintained to support those who need them most. Digital technologies, including end-to-end automation, will be deployed with a view to delivering efficiencies and service improvements in our back-office services.

4. **A commitment to partnerships:** To meet the challenges facing many of our services, we will need to work in ever closer partnership with public services, private and community sectors to redesign our services in a way that reaches across organisational, sectoral and geographical boundaries.
 5. **Services that are preventative and intervene in the right way, at the right time:** Preventing demand will be central to our ability to reduce costs and to ensure that our services are sustainable. And so, we will reshape our services to make sure we are intervening in the right way, at the right time to reduce the chances of problems arising in the first place and, when they do, supporting people to manage them as effectively as possible.
 6. **Commercial thinking:** All sources of income will need to be reviewed, benchmarked and updated with new income streams and commercial opportunities developed, while, at all times, considering the impact of raising income on the city's most vulnerable people and communities.
 7. **An engaged Council:** While we understand that council services need to change to be sustainable, we know too that for this change to be sustainable we need to make sure that it is done with our staff and communities; not to them. And so, we will redesign our services in close partnership and consultation with the citizens and communities that use them; the managers and front-line staff who deliver them; and with our public service and trade union partners.
 8. **Commitment to developing a future-focused workforce:** We recognise the absolute importance of a skilled and empowered workforce who have the skills, experience and commitment to deliver 21st Century public services. The Cardiff officer will need to match our expectations in terms of pan-public services leadership, technology and an ability to design, develop and lead services around the needs of our citizens. In turn, we will support staff in developing the skills they need to deliver services in new ways.
 9. **Realism and achievability:** All proposals for change will need to be based on a detailed analysis of available evidence, supported by robust options appraisals and business cases. Change proposals will be implemented immediately where it is possible to do so as a process of continuous improvement and service redesign.
21. The first phase of this work was initiated in Quarter 1 of 2024/25 with a service and budget self-assessment that was completed by all services. In parallel, cross-cutting reviews of key corporate enablers have been initiated to identify service change and budget saving opportunities for the short-, medium- and long-term. The service and budget review process described above will continue over the course of the year, supporting the development of the Corporate Plan 2025-28 and the Cabinet's budget proposals for 2025/26, and ensuring service resilience over the course of the Council's MTFP.

22. The Council has also put in place an enhanced staff engagement programme, including a bi-monthly schedule of management fora, focussed on the delivery of the Stronger, Fairer, Greener policy agenda and on the progress of the service and budget review work. The Leader of the Council has addressed the Council's Senior Management Forum and Cardiff Managers' Forum. He has also recorded a video message for all staff about the Cabinet's priorities and the need for service change. A series of face-to-face engagement visits with frontline teams, alongside Cabinet members, has also been initiated. To ensure that all employees have the opportunity to contribute their views as part of this process, a staff survey will also take place in autumn 2024.

Panel Performance Assessment

23. The Local Government and Election (Wales) Act 2021 requires a council to make arrangements for an independent panel, appointed by the council, to assess the extent to which the council is meeting the performance requirements at least once during an election cycle – a Panel Performance Assessment.
24. The membership of a Panel must include, 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; and
 - a senior elected member from outside the Council.
25. The Panel will not be responsible for holding the Council to account and will not replace the assurance role of auditors, inspectors, or regulators, but it will offer an external view of how the council is operating. The Panel Assessment Report, containing the findings and recommendations of the Panel, should be used alongside other sources to support the Council in its approach to corporate performance, governance and improvement.
26. The Panel Assessment Report must be shared with the Council, the Auditor General for Wales, Her Majesty's Chief Inspector of Education and Training in Wales, and Welsh Ministers. It must also be considered by the Council's Governance & Audit Committee. Although not a statutory requirement, and in recognition of their central importance to effective corporate performance arrangements, a copy of the Panel Assessment Report will also be made available to the Council's Policy Review and Performance Scrutiny Committee.
27. The Council must prepare a response to the Panel Assessment Report. In its response, the Council is required to state: the extent to which it accepts the conclusions in the report; the extent to which the Council intends to follow any recommendations contained in the report; and any actions it proposes to take to increase the extent to which it meets the performance requirements.

28. The Council is in discussions with the Welsh Local Government Association (WLGA), who have received financial support from the Welsh Government to develop a Wales-wide support offer for Panel Performance Assessments, to put in place arrangements for undertaking the Panel Performance Assessment for Cardiff in the 2025/26 performance year. If the Council wishes to engage the WLGA to support the Panel Performance Assessment process in Cardiff in 2025/26, then a minimum of six months' notice is required to be given to the WLGA.

Reason for Recommendations

29. To enable the Annual Well-Being Report 2023/24 to be considered and approved by Council on 26 September 2024 and published thereafter.

Financial Implications

30. The Annual Well-being Report is a self-assessment of the performance of the Council and a commentary on its governance framework. A summary of both the financial pressures and the response to balance the budget are set out in the body of the report. The Annual Well-being Report contains targets and objectives with actions that need to be consistent with the budget framework and Medium-Term Financial Plan. All proposals to deliver against objectives or to address the financial challenge will be subject to detailed reports each accompanied by a robust business case where relevant and need to include sufficient financial detail in order to set out the full and robust financial implications as well as be fully informed of associated risks and uncertainty.

Legal Implications

31. The Well-being of Future Generations (Wales) Act 2015 ('the WBFG Act') places a 'well-being duty' on public bodies aimed at achieving seven national well-being goals for Wales – a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. As required under the WBFG Act, the Council has set and published well-being objectives designed to maximise its contribution to achieving the national well-being goals, which are set out in the annual Corporate Plan. When exercising its functions, the Council is required to take all reasonable steps to meet its well-being objectives.
32. Section 13 of WBFG Act requires Councils to prepare and publish an Annual Well-Being Report on the progress made on meeting its well-being objectives during the preceding financial year.
33. The Local Government and Elections (Wales) Act 2021 ('the 2021 Act'), Part 6, Chapter 1, establishes a new performance and governance regime for local government, which includes a duty for Councils to review the extent to which they are fulfilling the 'performance requirements', that is,

the extent to which: i. the Council is exercising its functions effectively; ii. it is using its resources economically, efficiently and effectively; and iii. the Council's governance is effective for securing points 1 and 2 above.

34. The Council must consult a wide range of stakeholders and local people about the extent to which it is meeting the 'performance requirements'. Scrutiny Committees play a key role in offering constructive challenge in relation to performance. The Council is required to produce and publish an annual Self-Assessment Report setting out its conclusions on the extent to which the Council has met the 'performance requirements' during the preceding financial year and any actions it will take, or has already taken, to increase the extent to which it meets the 'performance requirements' (under section 91 of the 2021 Act).
35. The Governance and Audit Committee must review the draft Self Assessment Report and may make recommendations for changes to the conclusions or actions the Council intends to take. If the Council does not make a change recommended by the Governance and Audit Committee, it must include the Governance and Audit Committee recommendation in the Self-Assessment Report with an explanation of the reasons why the Council did not make the change.
36. As noted in the body of the report, the Annual Well-Being Report is to discharge the Council's statutory duties in respect of: (i) the Annual Well-Being Report required (under section 13 of the Well Being of Future Generations (Wales) Act 2015) on progress made Page 9 of 11 during the preceding financial year on meeting its Well-Being Objectives, which are set out in the Corporate Plan 2022-25; and (ii) the Self-Assessment Report required (under section 91 of the Local Government and Elections (Wales) Act 2021) setting out its conclusions on the extent to which the Council has met the 'performance requirements' set by the Act during the preceding financial year.
37. In each case (for the Annual Well-Being Report and the Self-Assessment Report), the report must be published and the Council must comply with the detailed statutory requirements set out in the relevant Act, and have regard to the statutory guidance:
 - Statutory Guidance on the Well-Being of Future Generations (Wales) Act 2015: [spsf-2-individual-role-public-bodies.pdf](https://gov.wales/spsf-2-individual-role-public-bodies.pdf) (gov.wales), in particular, the section on 'Annual reporting' in paragraphs 24 to 29 inclusive; and
 - Statutory guidance on Performance and Governance of Principal Councils, Part 6, Chapter 1, of the Local Government and Elections (Wales) Act 2021: Performance and governance of principal councils: Statutory guidance on Part 6, Chapter 1, of the Local Government and Elections (Wales) Act 2021, in particular, the section on 'Self assessment report', in paragraphs 2.28 to 2.32 inclusive.
38. Both sets of statutory guidance make clear that the Council may take an integrated approach to reporting and specifically indicate that the Annual

Well-Being Report may be integrated with the Self-Assessment Report, as long as the statutory requirements in respect of each report are fully met.

39. The decision maker must be satisfied that the draft Annual Well-Being Report 2023/24 meets the requirements referred to above.

HR Implications

40. The trade unions have been consulted on this report. As identified within the report, there are a number of challenges the Council is experiencing from both a service demand and resource (financial and staffing) perspective. These challenges are regularly discussed at Trade Union Partnership Forum, to ensure that our Trade Union colleagues are fully informed of the situation and have an opportunity to input into any processes that the Council has or will put in place (e.g. Service Reviews).

Property Implications

41. There are no specific property implications in respect of the Wellbeing Report 2023/24. Where the Council has any property transactions or valuations required to deliver any proposals, they should be managed in accordance with the Council's Asset Management processes and in consultation with relevant service areas, such as Legal, as appropriate.

RECOMMENDATIONS

Cabinet is recommended to:

1. Note the contents of the report and its appendices, including the observations and any recommendations made by: (i) the Performance Panel (**Appendix 3a**); (ii) the Governance & Audit Committee (**Appendix 4a**) and (iii) the Policy Review and Performance Scrutiny Committee (**Appendix 5a**);
2. Delegate authority to the Chief Executive, in consultation with the Leader of the Council and Cabinet Member for Finance, Modernisation & Performance, to make any consequential changes to the draft Annual Well-being Report 2023/24 arising from recommendation 1 above; and
3. Recommend the Annual Well-being Report 2023/24, including any agreed amendments under recommendation 2 above, to Council for approval.
4. Delegate authority to the Chief Executive, in consultation with the Leader of the Council and Cabinet Member for Finance, Modernisation & Performance, to put in place arrangements for a Panel Performance Assessment to take place in the 2025/26 performance year.

SENIOR RESPONSIBLE OFFICER	Paul Orders Chief Executive
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	13 September 2024

The following appendices are attached:

Appendix 1: Annual Well-being Report 2023/24 (Draft)

Appendix 2: [Corporate Performance Dashboard](#)

Appendix 3a: Performance Panel Letter, Recommendations and Observations

Appendix 3b: Response to Performance Panel Recommendations

Appendix 4a: Governance & Audit Committee Letter *(to follow)*

Appendix 4b: Response to Governance & Audit Committee *(to follow)*

Appendix 5a: Policy Review and Performance Scrutiny Committee Letter – Annual Well-being Report 2022/24 *(to follow)*

Appendix 5b: Response to the Policy Review and Performance Scrutiny Committee Letter – Annual Well-being Report 2023/24 *(to follow)*

The following background papers have been taken into account:

- [Cabinet Report, 24 February 2022: Performance and Planning Framework & Data Strategy](#)
- [Performance and governance of principal councils: Statutory guidance on Part 6, Chapter 1, of the Local Government and Elections \(Wales\) Act 2021](#)