



## CABINET – 27TH OCTOBER 2021

**SUBJECT: CORPORATE PERFORMANCE ASSESSMENT SIX MONTH UPDATE 2021**

**REPORT BY: CORPORATE DIRECTOR - EDUCATION AND CORPORATE SERVICES**

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### 1. PURPOSE OF REPORT

- 1.1 To present Cabinet with the Corporate Performance Assessment (CPA) which is part of the Council's new Performance Framework following the presentation of the Directorate Performance Assessments to Scrutiny.
- 1.2 **The CPA provides summary of information and analysis for the 6-month period October 2020 to March 2021.** The CPA forms part of the overall Council 'self-assessment' activity, of which members are invited to discuss, challenge, and scrutinise the information in the CPA.

### 2. SUMMARY

- 2.1 As the Council embarked on its ambitious Transformation Programme, Team Caerphilly, alongside the emergence of new legislation such as the Local Government and Elections (Wales) Bill 2019, the Council took the opportunity to redevelop and enhance the Performance Framework.
- 2.2 The new Performance Framework was endorsed by Cabinet February 2020 and this report introduces one of the key components of the Framework, the Corporate Performance Assessment, (CPA). The CPA is a 'self-assessment' of the Authority's progress across a wide range of information types.
- 2.3 Beneath the CPA are the Directorate Performance Assessments (DPA) which are detailed sources of information for each Directorate. Information from the DPA's is fed up into the CPA. Both the CPA and the DPA are an opportunity for Cabinet and Scrutiny to ask, how well we are performing? and what evidence are we using to determine this.
- 2.4 As part of the Performance Framework, this report presents to Cabinet the CPA attached as Appendix 1 Corporate Directorates Performance Assessment up to March 2021.

2.5 The dates the DPA's were received by Scrutiny are noted in para 5.7 and this report provides feedback from those Scrutinys.

### **3. RECOMMENDATIONS**

3.1 Members review the attached document (Appendix 1) and discuss, challenge and scrutinise the information contained within.

### **4. REASONS FOR THE RECOMMENDATIONS**

4.1 Cabinet members are involved in the 'self-assessment' process by scrutinising the information within the Corporate Performance Assessment. This also supports the principles within the new section (Part 6, Chapter 1) of the Local Government and Elections (Wales) Bill which provides for a new performance and governance regime for principal councils

### **5. THE REPORT**

5.1 The Council reviewed its Performance Management Framework 2 years ago, with a view to making better use of the wide range of information and intelligence that it holds, and to future proof any new processes in line with the new Performance legislation.

5.2 The new Performance Framework has been developed to meet several strategic and operational needs as well as to align with emerging legislation and further the Council's desire to be a high performing learning organisation focused on meeting the needs of its residents.

5.3 The framework was piloted in 2019 and endorsed by Cabinet in February 2020.

5.4 Part of the framework was to develop a reporting dashboard at directorate level, that fed into an overall Council assessment, called the CPA (appendix 1). To show how the CPA fits into the overall framework the components are noted below:

#### **5.5 The Framework**

The Council's new Performance Framework has several component parts:

- **Corporate Performance Assessment (CPA)**
- Directorate Performance Assessment (DPA)
- Service Planning, identifying priorities resources and actions to improve.
- Risk Management – the barriers that may prevent improvement.
- My-Time Extra – personal learning and development, skills to deliver on objectives.

5.6 The Corporate Performance Assessment (CPA) dashboard is used by the Corporate Management Team (CMT) and Cabinet to monitor the Council's progress in delivering its strategic priorities, identifying and challenging areas of underperformance and discussing and agreeing any remedial actions that may be required.

The dashboard is received by CMT on a quarterly basis and twice yearly with Cabinet. While the dashboard itself offers a rich insight, it is set at a high-level position and designed to be an 'at a glance' overall picture.

The detail that sits underneath it is within the DPA. The DPAs that inform the CPA were reported to Scrutiny on the dates noted in paragraph 5.7.

## 5.7 Directorate Performance Assessment (DPA)

The DPA dashboards were reported to their respective scrutinies on the dates below;

Scrutiny	DPA's Presented	Date
Policy & Resources	Corporate Services DPA	28 <sup>th</sup> September
Housing & Regeneration	Caerphilly Homes DPA Economy & Environment DPA	7 <sup>th</sup> September
Social Services	Social Services DPA	13 <sup>th</sup> September
Environment & Sustainability	Economy & Environment DPA	14 <sup>th</sup> September
Education	Education DPA	21 <sup>st</sup> September

Each DPA covered the following sections:

- Overall summary of the Quarter
- Progress on a Directorate's Priorities
- Performance Data
- Customer Intelligence / external opinion
- Resources – financial / workforce and assets
- Risk Register
- Well-being Objectives
- Lessons Learned
- Conclusion

5.8 Each Director/Chair introduced the Directorate Performance Assessment to Scrutiny and explained the DPA was less about performance and targets (though they have their place) rather is designed to provide a wider picture of knowledge and learning, to identify cause and effect and to invite mature conversations that enhance learning which leads to improvement. This is summary of the discussions at each Scrutiny:

### Policy & Resources Scrutiny Committee

At the meeting there was a request for more information on the underspend reported for Corporate Services, the Director suggested that the Head of Corporate Finance provide the committee with a further breakdown. Data Subject Access requests were discussed as performance remains below target. The Director assured members that it remains high on their list of priorities and there is nothing to suggest that as soon as the backlog of requests is cleared that performance will improve. Sickness levels were discussed as they have not improved, especially when compared with other authorities. The Director said that the Workforce Development Strategy would help to drive sickness down, but this would take time. They also need to look at how other authorities collect the information to ensure that the data is comparable.

A request was made before the meeting for the document to be made more user friendly and easier to read. The Director said that the Business Improvement Team would be working on the layout to try and make improvements before the next report is presented to the committee.

### **Housing & Regeneration Scrutiny Committee**

Members sought information in relation to the number visitors to Cwmcarn Forest Drive. Members were updated on the progress made and informed that Cwmcarn Forest Drive is now open and in collaboration with Natural Resources Wales over £1m has been spent on resurfacing works. It was highlighted to members that there are aspirations for Cwmcarn to be a regional tourist attraction. Members raised a query regarding the complaints process and The Director of Economy and Environment provided an overview of the complaints received and explained how and when they are dealt with. Members were informed that the Public Services Ombudsman for Wales has introduced a new regime where service requests are now classified as complaints.

It was highlighted that the Covid-19 pandemic has had a significant impact on the Housing service in 2020/21, with core services having to be considerably reduced and staff redeployed to support wider community needs. Members raised concerns regarding accessing of Housing Officers and were advised that there are no dates, at present for staff to return to the neighbourhood housing offices. Phone lines have been changed to increase access to staff. Housing Services Manager updated members on the current position and provided members with information on the development of community surgeries.

Reference was made to the average number of calendar days taken to deliver a Disabled Facilities Grant. Members were informed that performance has been significantly impacted during 2020/21 because of the pandemic and the approach to delivering Disabled Facilities Grants was explained to Members. The importance of customer satisfaction was highlighted, and the Housing Services Manager informed Members that the number of days taken to deliver a Disabled Facilities Grant is not a reflection on the service provided.

### **Social Services Scrutiny Committee**

The chair discussed the content of the DPA report and explained each element to all members. There was one element which was discussed in detail and that was resources, in particular the underspend in Social Services. This question was answered by the Director who explained that in 2020-21 the directorate received extra grant funding from Welsh Government in the last quarter of the year, as a result the ability to spend the reserve was limited. No further questions were raised on the report by the members.

### **Environment & Sustainability Scrutiny Committee**

Information well received and duly noted. No direct challenge to content. Director explained the impacts and effects of Covid and services abilities to continue and maintain appropriate levels of services throughout the pandemic. Committee praised the achievements maintained and manner of staff flexibilities and adaptations (redeployments).

### **Education Scrutiny Committee**

Members reviewed the Education Directorate Performance Assessment for the year end and discussed, challenged, and scrutinised the information. The Director thanked everyone for their response effort during the pandemic, as a result the Directorate has moved forward over the last 18 months in terms of what they have set out in our Shared Ambitions Strategy. The Chair highlighted that there is still 1 Secondary and 2 Primary schools in the significant improvement category of the ESTYN review. The councillor explained that they are confident of the work done to address the 3 recommendations within the Secondary school. One recommendation was regarding attendance which is now at 94.3%. The result of the ESTYN review will be shared shortly to the group.

## **5.9 Conclusion**

The Council's new Performance Framework as set out will provide Cabinet, Scrutiny Committees, CMT and DMTs with a regular and embedded mechanism for monitoring progress, managing performance and driving improvement. The dashboards, which provide 'a single source of the truth', enable key aspects of performance to be discussed, action to be agreed and learning to be generated. The ability to specifically link individual contributions to organisational goals provides a platform for every employee to understand how they fit and to be recognised for the part they play in delivering the Council's objectives. Each Directorate Scrutiny welcomed and acknowledged the improvement in performance reporting, in both the accessibility and range of information available to scrutinise.

## **6. ASSUMPTIONS**

6.1 No assumptions were thought to be required in this report.

## **7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT**

7.1 This report is for information and has no decision-making requests, so the Council full Integrated Impact Assessment process does not to be applied. Information on equalities and Welsh language will be included appropriately within the DPA and CPA as part of a picture of Directorate's self-assessments.

## **8. FINANCIAL IMPLICATIONS**

8.1 There are no financial implications within this report, however the CPA (Appendix 1) has a section on resources including relevant budget out turns as part of the overall self-assessment of the directorate.

## **9. PERSONNEL IMPLICATIONS**

9.1 There are no personnel implications within this report, however the CPA (Appendix 1) has a section called 'resources' which provides data on a range of workforce aspects.

## **10. CONSULTATIONS**

10.1 Any consultation responses have been included with in this report are contained within para 5.8. The consultation is the response to whether members liked the DPA method and the questions raised from reviewing it.

## **11. STATUTORY POWER**

11.1 The Local Government Measure (2009) and Local Government and Elections (Wales) Bill

Consultees: Christina Harray, Chief Executive  
Richard Edmunds, Corporate Director of Education and Corporate Services  
Dave Street, Corporate Director, Social Services  
Mark S. Williams, Corporate Director Communities  
Councillor Eluned Stenner, Cabinet Member for Performance and Customer Services  
Councillor Gez Kirby, Vice Chair of P&R Scrutiny Committee  
Councillor Tudor Davies, Chair Environment & Sustainability Scrutiny  
Councillor Adrian Hussey, Vice Chair Environment & Sustainability Scrutiny  
Councillor Teresa Parry, Chair of Education Scrutiny Committee  
Councillor Carol Andrews, Vice Chair of Education Scrutiny Committee  
Councillor Carmen Bezzina, Vice Chair of Social Services Scrutiny Committee  
Councillor Mrs Christine Forehead, Vice Chair of Housing and Regeneration Scrutiny Committee  
Jo Williams, Assistant Director of Adult Services  
Gareth Jenkins, Assistant Director of Children's Services  
Robert Hartshorn, Head of Public Protection, Community & Leisure Services  
Rhian Kyte, Head of Regeneration and Planning  
Marcus Lloyd, Head of Infrastructure  
Mark Williams, Interim Head of Property Services  
Keri Cole, Chief Education Officer  
Sue Richards, Head of Education Planning & Strategy  
Steve Harris, Head of Financial Services and S151 Officer  
Rob Tranter, Head of Legal Service and Monitor  
Liz Lucas, Head of Customer and Digital Services  
Lynne Donovan, Head of People Services  
Anwen Cullinane, Senior Policy Officer, Equalities, Welsh Language & Consultation)  
Steve Pugh, Corporate Communications Manager

Appendices:  
Appendix 1 Corporate Performance Assessment (October 2020 – April 2021)