HOUSING AND REGENERATION SCRUTINY COMMITTEE – 7TH SEPTEMBER 2021

SUBJECT: DIRECTORATE PERFORMANCE ASSESSMENT SIX MONTH UPDATE 2020

REPORT BY: DIRECTOR OF ECONOMY AND ENVIRONMENT

1.   PURPOSE OF REPORT

1.1   To present Scrutiny with a copy of the Economy and Environment Directorate Performance Assessment (DPA) which is part of the Council's new Performance Framework.

1.2   The DPA provides information and analysis for the 2020/21 financial year. The DPA forms part of the overall Council 'self-assessment' activity, of which members are invited to discuss, challenge and scrutinise the information in the DPA.

1.3   Members should note that the Economy and Environment Directorate reports to 2 Scrutiny Committees and for the purpose of this meeting the focus will therefore be on the Planning and Regeneration service aspects of the DPA. Consequently, the DPA will also be considered by the Environment and Sustainability Scrutiny Committee on the 14th September 2021 in relation to the other services within the Communities Directorate.

2.   SUMMARY

2.1   The Council's Performance Framework has been in its current format for several years and formed a foundation stone of the Council's governance arrangements.

2.2   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, it became both timely and opportune that the Framework was redeveloped and enhanced.

2.3   The new Performance Framework was endorsed by Cabinet in February 2020 and this report introduces one of the key components of the Framework, the Directorate Performance Assessment, (DPA). The DPA is a 'self-assessment' of Directorate's progress across a wide range of information types.

2.4   Directorate Performance Assessments are an opportunity to bring together a range of information and intelligence into one picture to answer the self-assessment question of 'how well are we performing and how do we know'. Appendix A is the Economy

and Environment Directorates Performance Assessment for the full 2020/21 financial year.

3.   RECOMMENDATIONS

3.1   The Scrutiny Committee is asked to review the attached document (Appendix A) and discuss, challenge and scrutinise the information contained within.

4.   REASONS FOR THE RECOMMENDATIONS

4.1   Scrutiny members are involved in the 'self-assessment' process by scrutinising the information within the Directorate 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 has reviewed its Performance Management Framework, 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 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. This report, introduces and shares the Economy & Environment Directorate DPA. To show how the DPA 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.
- MyTime Extra – personal learning, development, and 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, as well as being shared 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.

5.7 **Directorate Performance Assessment (DPA)**

The DPA dashboards are developed for all directorates. The report provides Directorate Senior Management Teams (SMT's) with a range of data to keep progress under review, drive performance improvement and manage resources, intelligence and risks. Information within the DPA dashboards is grouped as follows:

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

The DPA's are received by SMT's on a quarterly basis providing opportunities to account for progress, challenge performance and agree improvement activity. Data from DPAs will be shared with relevant Scrutiny Committees twice a year.

5.8 The focus of the Directorate Performance Assessments (Appendix A) is to continue our development as a learning organisation. The DPA is less about performance and targets (though they have their place). It 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.

5.9 An overview of the findings of the DPA for 2020/ 2021 provides an interesting insight into the Challenges faced by the Regeneration & Planning Service during that period. Of particular note are that the Team:

- Delivered business support (grants/relief) at pace in partnership with Welsh Government (WG) in response to the pandemic.
- Refocussed services to deliver services to vulnerable residents (buddy scheme, foodbank deliveries, track and trace).
- Reviewed service delivery and back office systems to maintain Planning and Regeneration services remotely throughout the pandemic.
- Concluded the public consultation on the Heads of the Valleys Regeneration Masterplan.
- Secured £1m investment from NRW to reopen the Cwmcarn Forest Drive.
- Worked closely with Welsh Government and other key partners to consider how to bring forward a strategic brownfield site in Caerphilly for future development.
- Delivered front line services seamlessly to our residents and businesses.

Although there have been considerable challenges caused by the pandemic, generally service priorities have still been progressed

The DPA also notes that 2020/2021 was not without its challenges and that there are some significant challenges that lie ahead for 2021/22. In particular:

- Progressing the Authority's new Local Development Plan (LDP) and its resultant evidence base.
- Completion of the remaining regeneration masterplans for the County Borough
- Progression of projects in line with the Authority's adopted Decarbonisation Plan.
- Completion of the Tourism venues service review and implementation of recommendations.
- Re-opening the Cwmcarn forest drive to visitors and the continued evolution of the partnership between the Authority and NRW in relation to Cwmcarn.
- Progressing key actions arising from the Caerphilly Transformation Agenda.
- Implementation of the Authority's Placeshaping plan and delivery of key infrastructure projects.
- Working in partnership with other stakeholders to assist businesses within the county borough to recover from the economic effects of Covid-19 with a particular focus on town centre recovery.

5.10 **Conclusion**

The Council's Performance Framework as set out provides Cabinet, Scrutiny Committees, CMT and Directorate SMT's, 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, actions 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 the play in delivering the Council's Objectives

6. ASSUMPTIONS

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

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

7.1 The report links to a number of Corporate and well-being objectives as follows:

- **Corporate Plan 2018-2023**

The DPA provides an update of progress and learning against the Council's Well-being Objectives as noted below:

Objective 2   Enabling Employment.
Objective 4   Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimizes the adverse impacts on the environment.
Objective 5   Creating a County Borough that supports a Healthy Lifestyle in accordance with the Sustainable Development Principle within the Wellbeing of Future Generations (Wales) Act 2015.

The Corporate Plan can be found on the intranet on the Policy Portal, within the performance management section. Or via the link below.
https://www.caerphilly.gov.uk/involved/Consultations/Improvement-Objectives#

- **Well-Being of Future Generations**

  The Directorate Performance Assessment shows how the Directorate's; Priorities; Risks; and its own specific Well-being Objective, contributes to the following Well-being goals:

  - A prosperous Wales
  - A resilient Wales
  - A healthier Wales
  - A more equal Wales
  - A Wales of cohesive communities
  - A Wales of vibrant culture and thriving Welsh Language
  - A globally responsible Wales

  The information is wide ranging and looks at the long-term, balancing priorities with the short term and the long-term needs. The risks also identify those that impact the well-being of future generations. The actions being taken to deliver the priorities are part of preventing problems occurring, or getting worse, and delivery of these requires involvement and a range of collaborations.

7.2   As the report is an update on performance and is intended as information for the Scrutiny Committee to scrutinise then no integrated impact assessment has been completed. Information on equalities and Welsh language will be included appropriately within the DPA's and CPA as part of a picture of the Directorate's self-assessments.

8.   FINANCIAL IMPLICATIONS

8.1   There are no financial implications within this report. However, the DPA (Appendix A) has a section on resources, including relevant budget outturns 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 DPA (Appendix A) 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.

11.   STATUTORY POWER

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

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Appendices:
Appendix A   Economy and Environment - Directorate Performance Assessment (DPA -
              April 2020 – March 2021)