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For all enquiries relating to this agenda please contact Sharon Hughes
(Tel: 01443 864281 Email: hughesj@caerphilly.gov.uk)

Date: 19th June 2024

To Whom it May Concern,

A multi-locational meeting of the **Corporate and Regeneration Scrutiny Committee** will be held in Penallta House, and via Microsoft Teams on **Tuesday, 25th June, 2024 at 5.30 pm** to consider the matters contained in the following agenda. Councillors and the public wishing to speak on any item can do so by making a request to the Chair. You are also welcome to use Welsh at the meeting, both these requests require a minimum notice period of 3 working days. A simultaneous translation will be provided on request.

Members of the public or Press may attend in person at Penallta House or may view the meeting live via the following link: <https://civico.net/caerphilly>.

This meeting will be live-streamed and a recording made available to view via the Council's website, except for discussions involving confidential or exempt items. Therefore the images/audio of those individuals speaking will be publicly available to all via the Council's website at www.caerphilly.gov.uk

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Chrissy'.

Christina Harrhy
CHIEF EXECUTIVE

AGENDA

| | Pages |
|-------------------------------------|-------|
| 1 To receive apologies for absence. | |

A greener place Man gwyrddach



2 Declarations of Interest.

Councillors and Officers are reminded of their personal responsibility to declare any personal and/or prejudicial interest(s) in respect of any item of business on this agenda in accordance with the Local Government Act 2000, the Council's Constitution and the Code of Conduct for both Councillors and Officers.

To approve and sign the following minutes: -

- 3 Corporate and Regeneration Scrutiny Committee held on 14th May 2024. 1 - 8
- 4 Consideration of any matter referred to this Committee in accordance with the call-in procedure.
- 5 Corporate and Regeneration Scrutiny Committee Forward Work Programme. 9 - 20
- 6 To receive and consider the following Cabinet reports*: -
1. Welsh Language Standards Annual Report 2023-2024 – 5th June 2024;
 2. Council Community Infrastructure Levy Allocation – 5th June 2024.

**If a member of the Scrutiny Committee wishes for any of the above Cabinet reports to be brought forward for review at the meeting please contact Sharon Hughes, 01443 864281, by 10.00 a.m. on Monday, 24th June 2024.*

To receive and consider the following Scrutiny report: -

- 7 Review of the Performance Management Framework. 21 - 44

Circulation:

Councillors M.A. Adams, Mrs C. Forehead, J.E. Fussell, G. Enright, A. Gair, D.C. Harse, L. Jeremiah, Ms J.G. Jones, G. Johnston (Chair), S. Kent, C.P. Mann, A. McConnell (Vice Chair), M. Powell, D.W.R. Preece, C. Thomas, L.G. Whittle, W. Williams and C. Wright

And Appropriate Officers

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Agenda Item 3



CORPORATE AND REGENERATION SCRUTINY COMMITTEE

MINUTES OF THE MULTI-LOCATIONAL MEETING HELD IN PENALLTA HOUSE AND VIA MICROSOFT TEAMS ON TUESDAY, 14TH MAY 2024 AT 5.30 P.M.

PRESENT:

Councillor G. Johnston - Chair
Councillor A. McConnell - Vice Chair

Councillors:

M. Adams, G. Enright, C. Forehead, A. Gair, L. Jeremiah, J. Jones, C. Mann, M. Powell, D. W. R., Preece, C. Thomas, L. Whittle, and C. Wright

Cabinet Members:

Cabinet Members: Councillors P. Leonard (Planning and Public Protection), Councillor N. George (Corporate Services, Property and Highways) and Councillor J. Pritchard (Prosperity, Regeneration and Climate Change)

Together with:

Officers: R. Edmunds (Corporate Director of Education and Corporate Services), M. S. Williams (Director for Economy and Environment), L. Lucas (Head of Customer and Digital Services), I. Evans (Procurement and Information Manager), R. Roberts (Business Improvement Manager), K. Peters (Corporate Policy Manager), S. Richards (Head of Education Planning and Strategy), A. Dallimore (Regeneration Services Manager), I. Raymond (Principal Project Officer), M. Jacques (Scrutiny Officer), and A. Jones (Committee Services Officer).

Also in Attendance:

Sara-Jayne Byrne (Audit Wales) and Jason Williams (Audit Wales).

RECORDING, FILMING AND VOTING ARRANGEMENTS

The Chair reminded those present that the meeting was being live-streamed and recorded and would be made available following the meeting via the Council's website – [Click Here to View](#) Members were advised that voting on decisions would be taken via Microsoft Forms.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors J. Fussell, D. Harse, S. Kent, W. Williams, and E. Stenner

2. DECLARATIONS OF INTEREST

There were no declarations of interest received at the commencement of or during the course of the meeting.

3. CORPORATE AND REGENERATION SCRUTINY COMMITTEE HELD ON 20TH FEBRUARY 2024

It was moved and seconded that the minutes of the meeting held on 20th February 2024 be approved as a correct record and by way of Microsoft Forms and verbal votes (and in noting there were 11 for, 0 against and 0 abstention) this was unanimously agreed.

RESOLVED that the minutes of the Corporate and Regeneration Scrutiny Committee held on 20th February 2024 (minute nos. 1 – 7) be approved as a correct record.

4. CONSIDERATION OF ANY MATTER REFERRED TO THE SCRUTINY COMMITTEE IN ACCORDANCE WITH THE CALL-IN PROCEDURE

There had been no matters referred to the Scrutiny Committee in accordance with the call-in procedure.

5. CORPORATE AND REGENERATION SCRUTINY COMMITTEE FORWARD WORK PROGRAMME

The Scrutiny Officer presented the report, which outlined details of the Corporate and Regeneration Scrutiny Committee Forward Work Programme (FWP) for the period May 2024 to March 2025.

An additional report for the 25th June had been added to the Forward Work Program which was the Revised Performance Management Framework report.

It was moved and seconded that the report recommendation be approved. By way of Microsoft Forms and verbal votes (and in noting there were 12 for, 0 against and 0 abstentions), this was unanimously agreed.

RESOLVED that the Corporate and Regeneration Scrutiny Committee Forward Work Programme as appended to the meeting papers be published on the Council's website.

6. CABINET REPORTS

There had been no requests for any of the Cabinet reports to be brought forward for discussion at the meeting.

REPORTS OF OFFICERS

Consideration was given to the following reports.

7. USE OF PERFORMANCE INFORMATION AND SERVICE USER PERSPECTIVE AND OUTCOMES REPORT FROM AUDIT WALES

The Cabinet Member for Prosperity, Regeneration and Climate Change introduced the report from Audit Wales, which was issued in February 2024. A summary of the report was provided to the Committee which advised that Audit Wales conducted a review across each Authority of how service user perspective and outcome information is provided to senior leaders and how the information is used in performance reporting. The review used the performance reporting through the Directorate Performance Assessment as its evidence base.

The report showed that Audit Wales focused on the performance information provided to senior officers and senior members (senior leaders) about service user perspective and outcomes, and how this information was used. Audit Wales had not undertaken a full review of the Council's performance management arrangements or an in-depth review of the quality of the data that the Council collects. Neither did the review focus on engagement with service users on specific service changes or the development of policies and strategies.

The high-level summary from the review was that "Overall, Audit Wales found that the Council provided limited performance information to enable senior leaders to understand the perspective of service users and the outcomes of its activities and thus, effectively manage its performance" The report was attached as appendix A

Audit Wales made three recommendations for improvement as noted in paragraph 5.4 and the Council's Organisational Response Form (ORF) was attached as appendix B.

Audit Wales introduced themselves and advised the Committee that the report had been carried out for all 22 Councils in Wales and that a National Report would be published over the next month or two. The conclusion of the National report would be that Councils look to address the recommendations issued by Audit Wales and would emphasise the importance of looking at information about outcomes from a service user perspective. The National Report would underline the importance of information to help senior leaders determine whether or not they are achieving Corporate objectives.

A presentation from Audit Wales was given to the Committee which outlined the work undertaken with the review and the findings which influenced the recommendations within the report.

The Director for Education and Corporate Services acknowledged that the matter under discussion had been a challenging piece of work across Wales for Audit Wales and acknowledged that all Councils faced similar challenges, and that this report demonstrated where improvements could be made.

Members were advised that the review was from a relatively narrow area of the Councils performance information, looking into the Directorate Performance Assessments (DPA's), and interviews. Areas that did not form part of the review were discussed with Audit Wales and examples of good practices were given, for example in Education where the Council had built and embedded a Management Evaluation System (MES). Audit Wales had accepted the areas of good practice; however, concluded that this approach was not consistent across the whole authority. But it was recognised that there were lessons that could be learnt from this approach which would strengthen overall performance.

The last recommendation from Audit Wales had been queried due to the accuracy of data, Audit Wales had acknowledged challenges with validating such data. Members heard how about the authentication work of the Council's performance team such as triangulating and checking the data that comes through the Directorate Performance Assessments

(DPA's) and also presenting for consideration at meetings of the Management Team, Joint Scrutiny, internal Audit and Cabinet.

The Corporate Director confirmed that he felt comfortable with the arrangement as they currently stood, and that further testing of aspects identified would strengthen things further. Audit Wales were thanked for the supportive work with the Council which resulted in the balanced report under discussion. Members were advised that the Performance Management Framework would be shared in due course.

A Member sought clarification on who the senior leaders referred to in the report were, why there was little recognition of the value of performance indicators in the report, and why the Council did not seem to be learning from other organisations. It was confirmed that Senior Leaders were Senior Members and Officers who regularly meet to receive and consider corporate performance information. The Director for Education and Corporate Services confirmed that it was important to note that the DPA's were not the only documents used to determine the Council's performance and what needed adjusting. In relation to learning from other organisations Members heard how this was not the purpose of the DPA's, but it was something the Council did every day through the Mobilising Team Caerphilly programme.

A Member commented that there was a lot more going on within the organisation besides Education and asked did that mean that there were a lot of other areas where this was not happening.

Audit Wales confirmed that they had looked at the public performance reports and mechanisms that the Council used to manage and monitor performance. The report showed examples in Education and other service areas. The Committee were advised that Audit Wales had constructive conversations with Caerphilly County Borough Council about this piece of analytical work and were assured about the responses provided and were now keen to see what improvements the Council makes on the back of these discussions. Audit Wales did not find that there was a huge amount of information outside of Education that would help the Council understand things like outcomes and the perspective of service users. Members were advised that the national report would go into this aspect in more detail. Members heard how the picture across Wales was quite similar to that in Caerphilly and it was hoped that this piece of work would really kickstart things and shine a light on improvements required.

A Member sought confirmation as to whether this was the first time the Council had been audited on this subject and asked if two audit committees over the next 12 months was sufficient to look at these issues. The Chair confirmed that there was an audit committee in June and then it would go through the audit regulator.

Clarification was sought by a Member on who the service users were in relation to Education. It was confirmed that there were multiple stakeholders, and each have a view. The process developed and used within Education with all stakeholders was explained by the Director for Education and Corporate Services. It was confirmed that this works well in Education and following discussions, Audit Wales had suggested that the Council considers rolling that out this approach across other areas. The Director confirmed that he was happy to sit down with the Member and go through the process. The Member thanked the Director for the offer.

Following consideration of the report the Corporate and Regeneration Scrutiny Committee

1 Reviewed and noted the report as presented by Audit Wales.

2 Actions to address the recommendations for improvement would be monitored by Governance and Audit Committee through the 'Regulator Tracker'.

8. PROCUREMENT REFORM

The Cabinet Member for Corporate Services, Property and Highways introduced the report which provided the Corporate and Regeneration Scrutiny Committee with an update in relation to the UK Central Government and Welsh Government procurement reform agendas.

The Procurement and Information Manager explained that there were three separate legislative requirements for Wales which would be coming into force to support the procurement reform agenda, each playing an important part of the new regime within Wales. In terms of consolidating previous legislation such as utilities and defence into one Act for Wales, the interaction and alignment to Well-being of Future Generations (Wales) Act 2015 and how the Council procures Health and certain Social Care Services. Members were advised that there are subtle differences between Wales and the wider UK. The UK and Welsh Government have recently confirmed that they were working towards a 'go-live' date for the new regime of Monday 28th October 2024. This announcement triggered the six month pre-implementation phase for Contracting Authorities such as Caerphilly County Borough Council to prepare for the new procurement regime in Wales. The report set out the overarching requirements of the new legislation and fully summarised the report in a presentation.

The Chair sought confirmation as to whether the latest changes being brought in would be a good thing for the Council. It was confirmed that the new legislation was positive, providing flexibility to deliver effective public services. Members heard how the procurement team were a mature procurement function and were in a good position to meet the requirements of the new legislation, however there was need for change in terms of transparency of procurement within the wider organisation. Officers have worked with Government organisations in the pre-legislation consultation to ensure views were reflected in the introduction of the legislation. Staff within the procurement team have already undertaken training and would continue to undertake training opportunities as they become available. Transparency is a key aspect of the legislation therefore the use of the current Council's contracts register would be paramount. It would be vital that all services complete the contracts register to ensure that the supply chain has full knowledge of the Council's forward work plan and pipeline of future procurements.

Clarification was sought on whether the changes would allow the Council to procure things locally rather than going overseas. Members were advised that where possible the Council would seek to source locally, but for items such as laptops for example there would be a reliance on global supply chains.

A Member enquired if the Council was on target for the implementation of the new legislation in October and asked how any updates would be reported back. Officers confirmed that the Council was on target to meet the requirements of the legislation in October 2024. Training would be provided as required to the wider organisation outside of the procurement team. Sessions with Leadership, Management network were already planned and would be supported by Welsh Government. The Council's E-procurement provider – Proactis are fully engaged with the new legislation and would ensure the eprocurement solution used within the Council meets the requirements set out by the legislation. Officers confirmed that any updates would be reported back to the relevant Committees. It was also confirmed that deployment of the new legislation would be monitored through the Mobilising Team Caerphilly programme.

Members were advised that the Council was in a good position in relation to the legislation however there is a clear dependency on Welsh Government completing the necessary secondary legislation and guidance documents. Officers outlined how Welsh Government would have monitoring panels in place to monitor the deployment of the legislation and co-ordinate reporting requirements. Welsh Government has recently launched the electronic community of best practice, "Cyd" which would provide online tools to support procurement teams with the introduction of best practices but also lessons learnt and advice on the legislation.

A Member referred to item 2.2 of the report regarding small businesses competing for public contracts and asked if this would make it easier for them. It was confirmed that existing procurement rules had never prohibited small businesses in the County Borough and officers could not see any issues going forward. Members were told that the Council had Supplier Relationship Officers who advised on contracts and approaches to strategies with the local supply chain. Officers confirmed that the Council would continue assisting the local supply chain with the new regulations going forward.

A query was raised on whether or not the changes would make it easier to take tougher measures on underperforming suppliers. Members were advised that the Council had always taken action against underperforming suppliers and that this monitoring would continue when the new rules were in place.

Following consideration of the report the Corporate and Regeneration Scrutiny Committee NOTED.

- 1 The current status of the UK Central Government and Welsh Government procurement reform agendas via the three new separate legislative requirements.
- 2 The Council's approach to implementing the new procurement regime.

9. UK SHARED PROSPERITY FUND – 6 MONTHLY MONITORING UPDATE REPORT

The Cabinet Member for Prosperity, Regeneration and Climate Change introduced the report to the Committee and advised that it was an update on the delivery of the UK Government Shared Prosperity Fund (UKSPF) within the County Borough as part of the UK Government's "Levelling Up" programme. A power point presentation had been circulated to members prior to the meeting and the Cabinet Member presented the summarised report to the Committee.

The Chair thanked the Cabinet Member for the presentation and for all the hard work he had done with the events highlighted.

A Member queried the accuracy of the footfall data as the cameras were at a fixed location and could have multiple people walking back and forth, meaning that those would be double counted, and would therefore not be a true reflection of the footfall figures and requested that this be investigated.

The Cabinet Member thanked both Members for their comments and confirmed that the events were extremely popular and placed his thanks on record to the residents and businesses for working so proactively with the Council to ensure that events go ahead. In relation to the footfall query the comments were taken onboard and the Cabinet Member confirmed that it would be looked at by Officers.

The Regeneration Services Manager confirmed that the technology is outdated, and that contracts were due to be renewed on the footfall counters. An alternative way of measuring footfall was also being looked such as the better use of mobile phone technology. Members were advised that the Council was exploring the use of Wi-Fi capabilities in town centres to get better measures of footfall in our towns.

Following consideration of the report the Corporate and Regeneration Scrutiny Committee NOTED.

- 1 The detail of the UK Shared Prosperity Fund update and six monthly monitoring report and the opportunities for the programme to contribute to the Council's own Place Shaping, Transformation and Regeneration agendas.
- 2 Recognise the progress officers and stakeholders have made in mobilising a significant investment programme within the time constraints afforded by the funding programme.

The meeting closed at 18:56 p.m.

Approved as a correct record, subject to any amendments agreed and recorded in the minutes of the meeting held on the 25th June 2024.

CHAIR

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CORPORATE AND REGENERATION SCRUTINY COMMITTEE – 25TH JUNE 2024

**SUBJECT: CORPORATE AND REGENERATION SCRUTINY
COMMITTEE FORWARD WORK PROGRAMME**

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

1. PURPOSE OF REPORT

- 1.1 To report the Corporate and Regeneration Scrutiny Committee Forward Work Programme.

2. SUMMARY

- 2.1 Forward Work Programmes are essential to ensure that Scrutiny Committee agendas reflect the strategic issues facing the Council and other priorities raised by Members, the public or stakeholder.

3. RECOMMENDATIONS

- 3.1 That Members consider any changes and agree the final forward work programme prior to publication.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 To improve the operation of scrutiny.

5. THE REPORT

- 5.1 The Corporate and Regeneration Scrutiny Committee forward work programme includes all reports that were identified at the Scrutiny Committee meeting on Tuesday 14th May 2024. The work programme outlines the reports planned for the period June 2024 until March 2025.
- 5.2 The forward Work Programme is made up of reports identified by officers and members. Members are asked to consider the work programme alongside the

cabinet work programme and suggest any changes before it is published on the council website. The Scrutiny committee will review this work programme at every meeting going forward alongside any changes to the cabinet work programme or report requests.

- 5.3 The Corporate and Regeneration Scrutiny Committee Forward Work Programme is attached at Appendix 1, which presents the current status as at 3rd June 2024. The Cabinet Work Programme is attached at Appendix 2. A copy of the prioritisation flowchart is attached at appendix 3 to assist the scrutiny committee to determine what items should be added to the forward work programme.

5.4 **Conclusion**

The work programme is for consideration and amendment by the scrutiny committee prior to publication on the council website.

6. **ASSUMPTIONS**

- 6.1 No assumptions are necessary.

7. **SUMMARY OF INTEGRATED IMPACT ASSESSMENT**

- 7.1 As this report is for information only an Integrated Impact Assessment is not necessary.

8. **FINANCIAL IMPLICATIONS**

- 8.1 There are no specific financial implications arising as a result of this report.

9. **PERSONNEL IMPLICATIONS**

- 9.1 There are no specific personnel implications arising as a result of this report.

10. **CONSULTATIONS**

- 10.1 There are no consultation responses that have not been included in this report.

11. **STATUTORY POWER**

- 11.1 The Local Government Act 2000.

Author: Mark Jacques, Scrutiny Officer jacqum@carphilly.gov.uk

Consultees: Richard Edmunds, Corporate Director for Education and Corporate Services

Mark S. Williams, Corporate Director for Economy and Environment
Rhian Kyte, Head of Regeneration and Planning
Robert Tranter, Head of Legal Services/Monitoring Officer
Lisa Lane, Head of Democratic Services and Deputy Monitoring Officer,
Legal Services
Councillor Gary Johnston, Chair of Corporate and Regeneration Scrutiny
Committee
Councillor Amanda McConnell, Vice Chair of Corporate and Regeneration
Scrutiny Committee

Appendices:

- Appendix 1 Corporate and Regeneration Scrutiny Committee Forward Work Programme
- Appendix 2 Cabinet Forward Work Programme
- Appendix 3 Forward Work Programme Prioritisation Flowchart

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Forward Work Programme - Corporate and Regeneration

Appendix 1

| Date | Title | Key Issues | Author | Cabinet Member |
|----------------|---|--|-------------------|-------------------------|
| 25/06/24 17:30 | Revised Performance Management Framework | | Peters, Kath; | Cllr. Stenner, Eluned; |
| 25/06/24 17:30 | Information Item - Welsh Language Standards Annual Report | | Cullinane, Anwen; | Cllr. George, Nigel; |
| 24/09/24 17:30 | Asset Management Strategy | | Winstanley, Ben; | Cllr. Stenner, Eluned; |
| 05/11/24 17:30 | Draft Economic Regeneration Strategy | To provide Scrutiny Committee with an opportunity to comment on and contribute to the Council's new ten year Economic Regeneration Strategy prior to consideration by Cabinet. | Dallimore, Allan; | Cllr. Pritchard, Jamie; |
| 07/01/25 17:30 | | | | |
| 18/02/25 17:30 | | | | |
| 01/04/25 17:30 | | | | |

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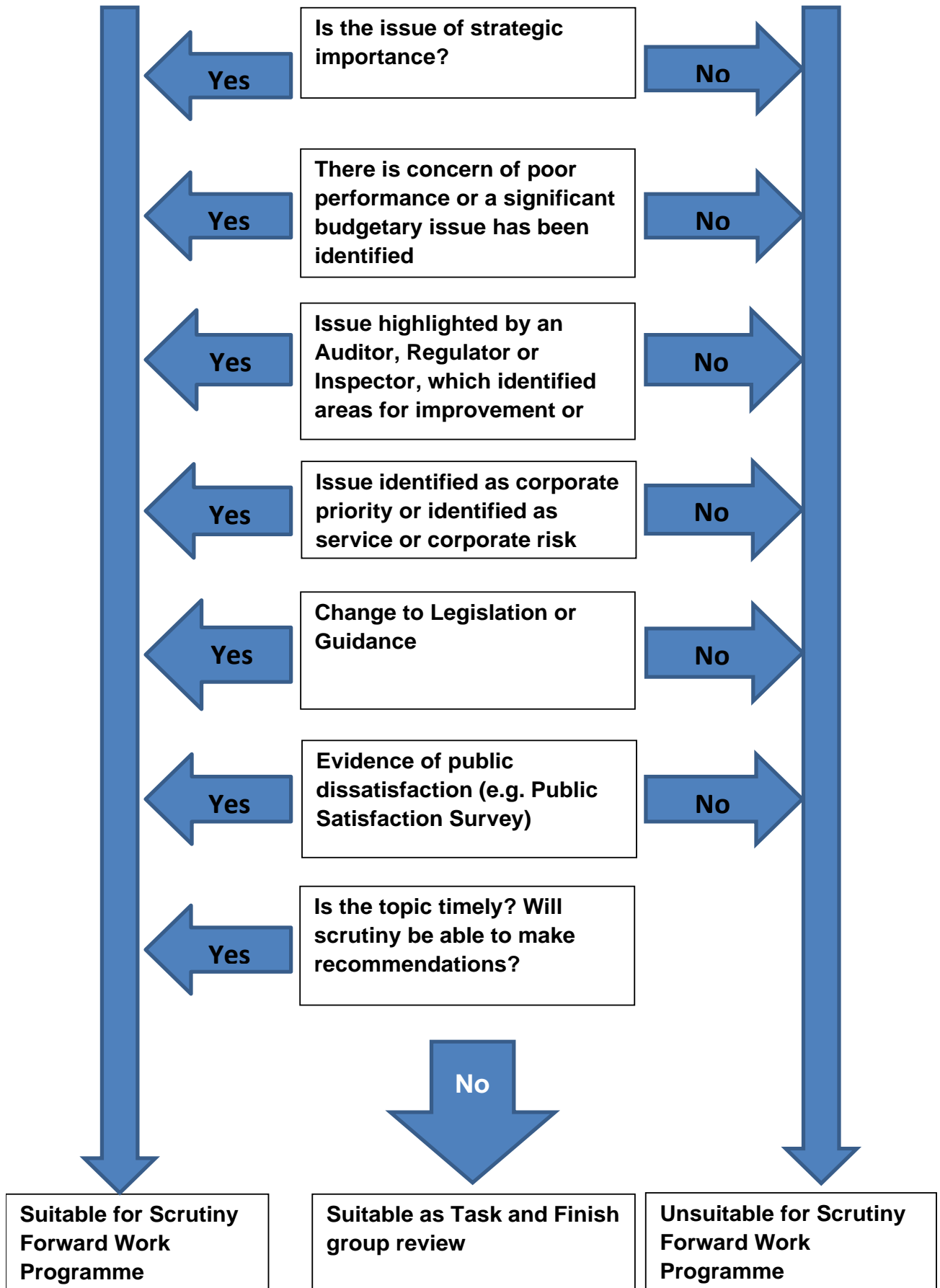
| Meeting date: | Report title: | Key issue: | Report author | Cabinet Member: |
|---|---|--|-------------------------------|------------------------|
| Special Cabinet 17/07/24 13:00 p.m. | Leasing Scheme Wales | To seek Cabinet agreement to adopt the Welsh Government leasing scheme Wales to increase access to the private rented sector | Nick Taylor -Williams | Cllr. Shayne Cook |
| Special Cabinet 17/07/24 | Social Services - Annual Corporate Safeguarding Report | To present the 2023-24 Annual Corporate Safeguarding Report, Forward Work Programme and Safeguarding Key Activity Data for information to ensure Cabinet is fully aware of the Council's arrangements for corporate safeguarding and is satisfied that these arrangements are effective. | Gareth Jenkins/Nicola Barrett | Cllr. Elaine Forehead |
| Special Cabinet 17/07/24 | Proposed increased charges for kennelling stray dogs | Following a recent procurement process to renew the contract for stray dog kennelling provision the costs to the Council have increased significantly. The report will seek approval to increase charges to owners reclaiming their dogs to ensure that the Council's costs are recovered. | Gary Mumford/Rob Hartshorn | Cllr. Philippa Leonard |
| Special Cabinet 17/07/24 | Provisional Revenue Budget Outturn for 2023/24. | To provide Cabinet with details of the provisional revenue budget outturn for the 2023/24 financial year and to seek Cabinet endorsement of proposals for the use of General Fund balances prior to consideration by Council. | Steve Harris/Leanne Sykes | Cllr. Eluned Stenner |
| Special Cabinet 17/07/24 | Exempt Item - Tourism Review: Memorandum of Understanding in respect of Cwmcarn Forest with Natural Resources Wales | This item is subject to a public interest test | Allan Dallimore | Cllr. James Pritchard |

| Meeting date: | Report title: | Key issue: | Report author | Cabinet Member: |
|------------------------|--|--|---|----------------------|
| 24/07/24 13:00 p.m. | Proposed Waste Strategy and Consultation Feedback. | Consideration of public consultation feedback in regard Draft Waste Strategy and finalisation of new Waste Strategy to allow development of Full Business case for submission to Welsh Government. | Marcus Lloyd/Hayley Jones/ Hayley Lancaster | Cllr. Chris Morgan |
| 24/07/24 | Community Empowerment Fund- Treatment of underspends | Recommend to Cabinet that all underspends from previous years are to be made available only until the 30th September each year, before return to the General Fund | Kath Peters/ Vicki Doyle | Cllr. Eluned Stenner |
| 24/07/24 | Amalgamation of Hendre Infants and Junior Schools | To seek approval to proceed to Consultation | Sue Richards, Andrea West | Cllr. Carol Andrews |
| 24/07/24 | Proposal for the closure of Rhydri Primary School | For Scrutiny Members to consider the Objection Report and endorse the recommendation to Cabinet, via vote, to implement the proposal | Sue Richards, Andrea West | Cllr. Carol Andrews |
| 24/07/24 | Team Caerphilly – Place Shaping | To update Members on the current Place Shaping Programme and seek Cabinet approval regarding the allocation of funding to individual projects. | Sue Richards/Andrea West/ Lisa Thomas | Cllr. Sean Morgan |
| 18/09/24 13:00 p.m. | Annual Directorate Performance Assessments and Corporate Performance Assessments (DPA's/CPA's) | To update Cabinet on the year end DPA's and CPA's | Ros Roberts/Kath Peters/Sue Richards | Cllr. Eluned Stenner |

| Meeting date: | Report title: | Key issue: | Report author | Cabinet Member: |
|------------------------|---|---|-----------------------------|------------------------|
| 18/09/24 | Post 16, Single Sex and Surplus Places Board Next Steps - Stage 1 (The proposal to move to coeducation for Lewis Girls and Lewis School Pengam) | To seek Cabinet approval to publish the Statutory Notice | Sue Richards/Andrea West | Cllr. Carol Andrews |
| 18/09/24 | Gwent Serious Violence Strategy | To seek Members views and Cabinet approval from members for the Gwent Serious Violence Strategy | Natalie Kenny/Rob Hartshorn | Cllr. Philippa Leonard |
| 16/10/24 13:00 p.m. | Asset Management Strategy | To seek Cabinet approval of the proposed Asset Management Strategy | Ben Winstanley | Cllr. Nigel George |
| 16/10/24 | Universal Credit - Housing | To provide Cabinet with an update as to the current situation with Universal Credit | Nick Taylor-Williams | Cllr. Shayne Cook |

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Scrutiny Committee Forward Work Programme Prioritisation



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CORPORATE AND REGENERATION SCRUTINY COMMITTEE – 25TH JUNE 2024

**SUBJECT: REVIEW OF THE PERFORMANCE MANAGEMENT
FRAMEWORK**

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

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to set out proposed changes to the Council's Performance Management Framework (PMF).
- 1.2 The PMF is the mechanism that supports the Council's performance duties and allows leadership and members an insight into current performance against stated objectives and key organisational activities.
- 1.3 The current PMF has been in place since 2019 and there is an opportunity to make improvements in the information provided. The views of committee are sought prior to a revised PMF being considered at Governance and Audit Committee on the 8th of October and its onward adoption at Cabinet.

2. SUMMARY

- 2.1 The current Performance Management Framework was agreed by Cabinet in February 2019. The Framework was a significant step forward for the Council at the point at which it was introduced, bringing a wide range of performance information together into a single set of dashboards covering both Corporate and Directorate level performance.
- 2.2 The approach served the Council well throughout COVID, has supported the successful progression of the Council's Corporate Plan 2018-2023, feeding directly into the Annual Performance Report and, more recently, the Council's annual Self-Assessment.
- 2.3 The performance dashboards have been regularly reviewed by Senior Management Teams, Corporate Management Team, Cabinet and have been scrutinised individually and collectively by Scrutiny Committees at regular intervals.
- 2.4 There have been a number of minor refinements to the dashboards and the reporting arrangements during those times but, no significant review has taken place. As the

Council begins to prepare itself for its external Peer Panel Assessment, which is likely to take place in 2026, a review of the PMF would be considered beneficial.

- 2.5 The recommendations set out within this report are intended to streamline the information provided so that more meaningful performance monitoring and scrutiny can take place of our progress against our Well-being Objectives and the impact the Council's activities are having on outcomes.
- 2.6 The proposed PMF includes proposals for a new 'Member's Dashboard' to include the performance measures and associated indicators that are considered of most relevance and importance to members' as democratic representatives of the communities they serve.
- 2.7 The proposed new framework also seeks to address recommendations recently made by Audit Wales in respect of providing information to senior leaders on the perspective of service users on our performance, and to include more reflective evaluative information as to whether we have met our objectives and outcomes.

3. RECOMMENDATIONS

- 3.1 It is recommended that Scrutiny:
 - 1) review the proposed changes to the PMF and offer thoughts and comments on the new arrangements prior to its consideration by Governance and Audit Committee
 - 2) offers suggestions on the development and content of a Member's Dashboard

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 To provide the best possible insight, intelligence and performance perspectives to allow effective monitoring and scrutiny of the Council's Performance Management arrangements.
- 4.2 To ensure that Scrutiny, and wider Members, are able to have their performance reporting needs better met.

5. THE REPORT

- 5.1 The current Performance Management Framework (PMF) was piloted in 2018 and agreed by Cabinet February 2019. Although minor tweaks have been made over this time, for example the addition of equalities information, there has not been a review in the five years since. The PMF should be kept under review to ensure its continued value and effectiveness to senior managers and elected members, particularly with the forthcoming Peer Panel Assessment.
- 5.2 The Local Government and Elections (Wales) Act 2021 requires that the Council keeps its performance under review and considers the extent to which it is exercising its functions effectively; using its resources economically, efficiently and effectively; and its governance arrangements for securing this. The Council must provide an annual Self-Assessment Report on how well it thinks it is meeting the performance requirements. This is historically provided around October after each financial year.

5.3 The Self-Assessment Report has followed a framework that takes an ‘internal’ look into seven organisational activities set out in the Well-being of Future Generations (Wales) Act 2015:

- Corporate Planning
- Financial Planning
- Workforce Planning
- Procurement
- Risk Management
- Asset Management
- Performance Management

Together with

- Digital*

*not part of the legislation but included due to its importance to transforming the way in which we deliver services.

The self-assessment reporting cycle is also used to take an ‘external’ look at the Council’s progress in meeting the Well-being Objectives it has set for itself to improve the outcomes in, and for communities. Combining the reports means that the self-assessment, with report on the Well-being Objectives, effectively becomes the annual performance report of the Council.

5.4 Currently underpinning the performance element of self-assessment, and annual report on the Well-being Objectives, are the Corporate Performance Assessment (CPA) and the Directorate Performance Assessments (DPAs), these are compiled every six-months. The DPAs have historically included information on performance, resources, finances, staffing, risks and progress against the Well-being Objective(s) relevant to that Directorate. The CPA is an aggregation of Directorate data but also includes other corporate level information e.g. progress against CMT priorities, equalities and Welsh language, and an overview of progress against the Well-being Objectives and any directorate level priorities. Risk is reported through a different mechanism and considered by CMT monthly and Cabinet and Governance and Audit Committee six-monthly.

5.5 In reporting the information described, the Council has experimented with the most effective methods. At the start of the process the DPAs were reported to relevant topic Scrutiny Committees. In the past few years, the Council has provided the information to Joint Scrutiny as part of the monitoring, challenge, and scrutiny of performance by wider Members. A wealth of information is collected, and developing the reports has always been a balance between facilitating and supporting effective scrutiny and potentially providing too much information that cannot effectively be scrutinised in the time available. The DPAs and CPA are large and very detailed documents, the time available to scrutiny means that questioning has tended to focus on the areas of delivery of most importance to members, with a concentration of time spent on a relatively few specific areas.

5.6 In revising the PMF the **first proposal** is to update the Corporate Performance Assessment (CPA) to focus on general performance including key data on our resources, risks and the Council’s progress against its Well-being Objectives, to include:

- Progress against the Well-being Objectives for 2023-2028
- CMT priorities
- Customer/Service User perspectives

- Resources
 - Finance
 - Staffing
 - Sickness
- Risk
- Providing an overall evaluation of performance

Including progress against the Well-being Objectives, resources and risk will support the annual self- assessment and ensure that Members have had the opportunity to comment on the Council's overall progress.

- 5.7 The **second proposal** is to develop a 'Member's Dashboard' of the key information that elected members would wish to scrutinise as part of Joint Scrutiny arrangements. A short survey has been sent to all elected members asking their views on the possible content of a Member's Dashboard. The results of this survey will be discussed with a focus group of Scrutiny Chair's and Vice-Chairs, if Committee agree that the work is of value, so that the maximum possible input is gained into the potential content of a Member's Dashboard.
- 5.8 The proposal is that the revised CPA and new 'Member's Dashboard' will be reported after six-months into each year, and then again at year end as part of the self-assessment and annual report on Well-being Objectives to Joint Scrutiny.
- 5.9 The self-assessment element of the annual report is also provided to Governance and Audit Committee, as required under the Local Government and Elections (Wales) Act 2021, as part of the process at year end. The self-assessment plus annual report against the Well-being Objectives is subsequently approved by Cabinet for publication.
- 5.10 The Directorate Performance Assessments (DPAs) will be targeted more to Directorate needs and will no longer be a mandatory part of the PMF. Their content and use will be a decision for Directors. However, to meet the duty to 'keep performance under review' they will include:
- Directorate Priorities
 - Key Risks
 - Relevant Performance Indicators (including those that may feed a Member's Dashboard and Well-being Objectives)
 - An overview of other reports that support performance monitoring e.g. the Annual Director of Social Services Report

It should be noted that Scrutiny Committees can request performance information on any aspect of Council service delivery at any time as part of their regular duties. Retaining the ability to carry out in-depth scrutiny at topic Scrutiny Committees will allow those members who have built up a knowledge of specific directorate service delivery to scrutinise in depth, potentially adding value over what has been achievable with densely packed information, and limited scrutiny time, at a six-monthly Joint Scrutiny.

- 5.11 Other aspects such as service planning and staff performance review, through the My Time process, will remain unchanged.
- 5.12 A recent report from Audit Wales suggested we provide service user information to senior leaders, consequently we have made recommendations for improvement to the CPA to include this in more detail. The CPA will include the results of the latest rounds of the ongoing 'Caerphilly Conversation'. The Caerphilly Conversation, ([The Caerphilly](#)

[Conversation](#)), includes all the corporate level consultation and engagement work currently underway in the county borough. It also links to how that service user feedback had been utilised in decisions the Council has taken. We will draw this information into the CPA to report on how the views of service users are helping the Council to take decisions.

- 5.13 The Council may also, periodically, include the results of other specific service user engagement in the CPA, such as the Housing Tenants Satisfaction Survey, relevant insight from Education Management Evaluation Reports (MERs) to provide Members with further assurance.
- 5:14 In reviewing our last self-assessment process, and considering improvements, we propose to implement an evaluative scale into our judgements. A draft description is noted below.

| Level | Rating | Description |
|-------|-----------------------------|---|
| 1 | Highly Effective | Major Strengths – All or significant majority of actions have been achieved or are on track. The weight of evidence shows that any identified areas for improvement are making the better best. |
| 2 | Effective | Important Strengths with a few areas for improvement – the weight of evidence shows successes are greater than areas that have not been achieved. Minor areas for improvement to make the good, better. |
| 3 | Adequate | Strengths just outweigh weaknesses – the evidence of success marginally outweighs areas that are not on track. Some actions are behind schedule and data shows this is falling short of planned achievement. Areas for improvement identified |
| 4 | Less Effective | Weaknesses just outweigh strengths – The weight of evidence shows weaknesses marginally outweigh areas that are on track. Some actions are behind schedule and some measures are falling short of planned achievement. Several areas for improvement needed |
| 5 | Urgent Improvement Required | Important weaknesses – the weight of evidence and actions have not been achieved in most areas. Performance is assessed as moving in the wrong direction. Needs urgent improvement |

- 5.15 A draft examples of a Member’s Dashboard is appended for the comment of Committee. It is provided to show the ‘look and feel’ at this stage and will be revised following the outcome of the current Member’s survey and a workshop with Chairs and Vice-Chairs of scrutiny.

5.16 Conclusion

The current Performance Management Framework (PMF) was implemented in 2019. The PMF should be kept under review to ensure that it is still fit for purpose and meeting scrutiny and governance needs. As a result, it is proposed to enhance and strengthen the Corporate Performance Dashboard with the addition of a new Member’s Dashboard

to reflect elected member's areas of interest. More information will be included on service user perspectives and an overall evaluation of performance will form part of the new PMF. Directorate level performance will continue to be reported to topic Scrutiny Committees as required. Risk management systems will be strengthened and included within the six-monthly reports to Joint Scrutiny.

6. ASSUMPTIONS

6.1 No assumptions have been made in this covering report.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

7.1 This report is for comment and has no decision-making requests, so the Council's full Integrated Impact Assessment process does not need to be applied.

8. FINANCIAL IMPLICATIONS

8.1 There are no financial implications within this report.

9. PERSONNEL IMPLICATIONS

9.1 There are no personnel implications within this report.

10. CONSULTATIONS

10.1 The report includes the views of the listed consultees.

11. STATUTORY POWER

11.1 Local Government and Elections Act (Wales) 2021

Author: Kathryn Peters, Corporate Policy Manager
PETERK@CAERPHILLY.GOV.UK

Ros Roberts, Business Improvement Manager roberr@caerphilly.gov.uk

Consultees: Councillor Gary Johnston, Chair of Corporate and Regeneration Scrutiny
Councillor Amanda McConnell, Vice Chair of Corporate and Regeneration
Councillor Eluned Stenner, Cabinet Member for Finance and Performance
Dave Street, Deputy Chief Executive
Richard Edmunds, Corporate Director for Education and Corporate Services
Mark S Williams, Corporate Director for Economy and Environment
Gareth Jenkins, Interim Corporate Director for Social Services
Steve Harris, Head of Financial Services and Section 151 Officer
Rob Tranter, Head of Legal Services and Monitoring Officer
Sue Richards, Head of Transformation, Education Planning and Strategy and
Place Shaping Programme Director
Hayley Lancaster, Engagement Manager
Liz Sharma, Consultation and Public Engagement Officer

Background:

Appendices: Draft Members Dashboard- will be amended following survey and workshop

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How did we perform in 2022/23



Corporate Health



Streetscene



Social Services



Education



Waste



Housing



Highways



Planning



Public Protection



Sports & Leisure



Customer



Graphs

Corporate Health



The % sickness absence for the authority at the end of Q4 was **5.4%**



Budget

Streetscene



Page 30



It took an average of **4.03 working days** to clear fly-tipping incidents reported to the authority during the year



46 Fixed Penalty Notices were issued for fly tipping and householder duty of care



22 Fixed Penalty Notices were issued for littering



4 Fixed Penalty Notices were issued for dog fouling and not having the means to pick up



Social Services



There was a total of **1143** Adults receiving a service aged 18 and over at the end of the year



There was a total of **1606** Adults receiving a service aged 65 and over at the end of the year



There was a total of **467** Children looked after (CLA) at the end of the year



There was a total of **198** Children on the child protection register (CPR) at the end of the year

Education



Between September 2022 and March 2023 Primary School pupil attendance was **91.1%**. Secondary School attendance was **86.8%**



There were **26** Permanent Exclusions and **1369** Fixed Term Exclusions during the academic year in Primary and Secondary Schools



A total of **3397 days** were lost during the academic year as a result of Exclusions in Primary and Secondary Schools



The percentage of total take-up of Primary school Universal Primary Free School Meals was **61%**

Waste



60.76% of our municipal waste was collected and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way



It took us an average of **9.7 days** to collect bulky waste items in Q4



In Q4 there were **0.06%** missed waste and recycling collections as a % of total collections undertaken (food, garden, waste, recycling)

Housing



It took an average of **281 calendar days** to deliver a Disabled Facilities Grant to the Private Sector and 188 calendar days to deliver a Public Sector Adaptation

Highways



In 2021/22 **3.7%** of our principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition

2269 Civil Parking Enforcement (CPE) notices were issued in Q4

Planning



94% of minor and householder planning applications and **75%** of major planning applications were determined on time. The average time taken to determine all applications was **121 days**

Public Protection



50% of significant breaches were rectified by intervention for Trading Standards



100% of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene during Q4



100% of high risk businesses that were liable for a programmed inspection that were inspected for Food Standards during Q4

Sports & Leisure



There were **8099** visits made to our indoor & outdoor sport facilities per 1,000 population during the year

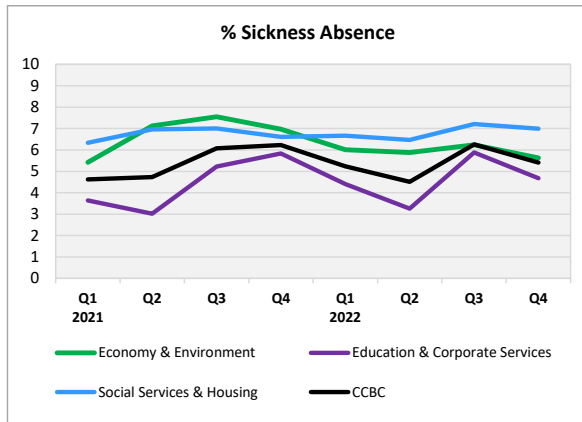


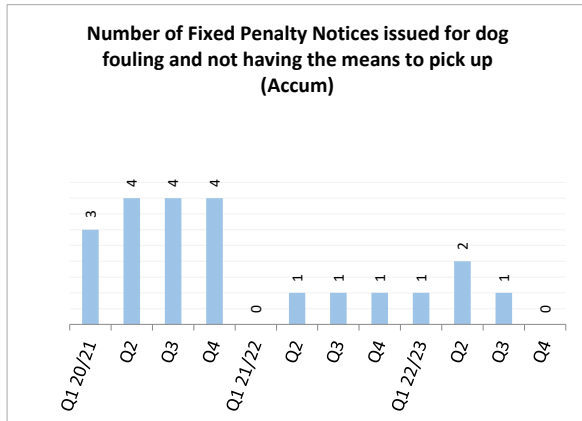
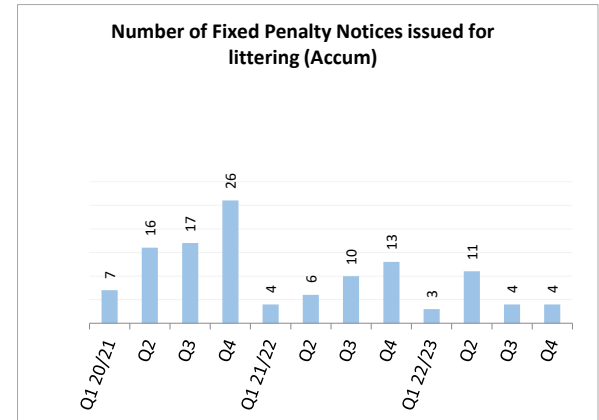
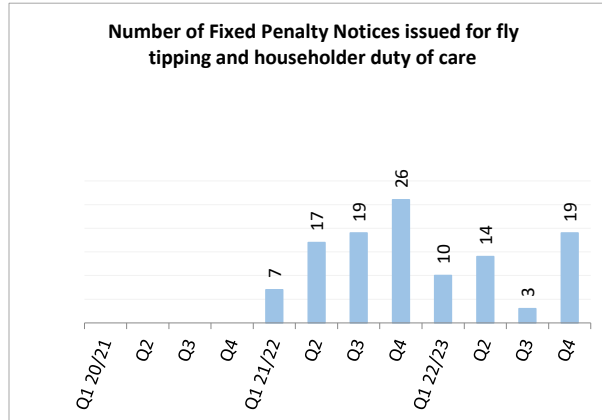
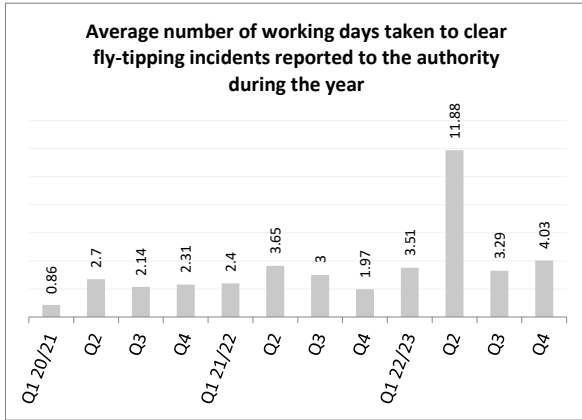
99.64% of Contact Centre:
telephone calls were
resolved at the first point of
contact

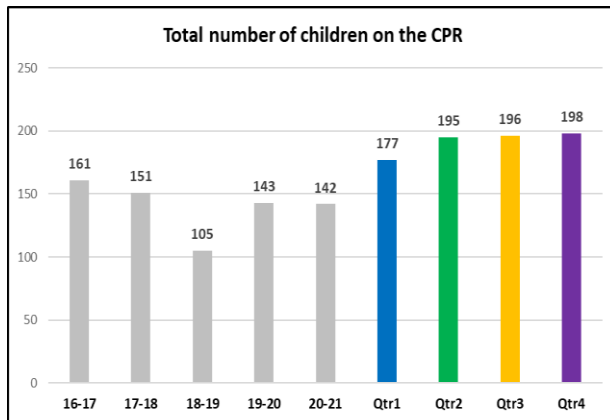
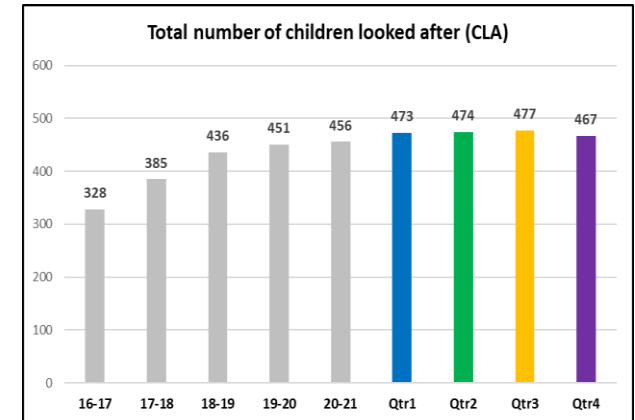
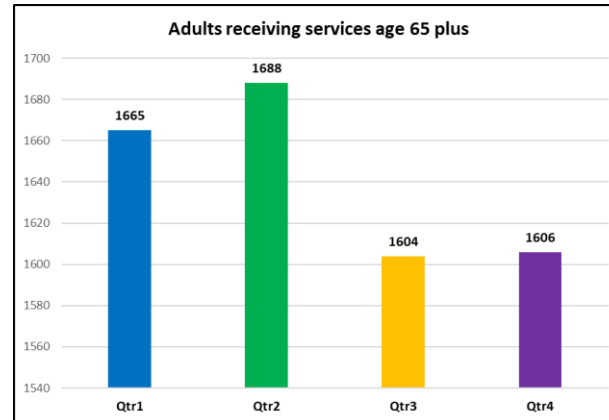
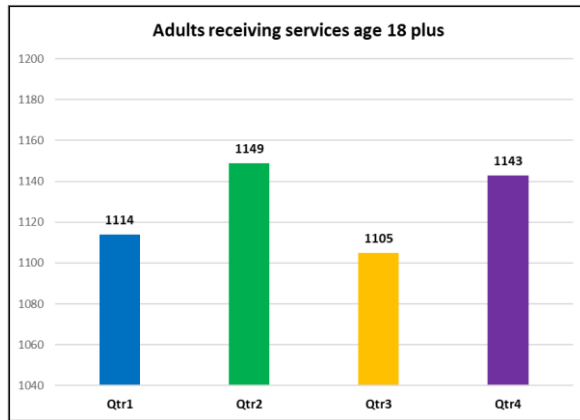


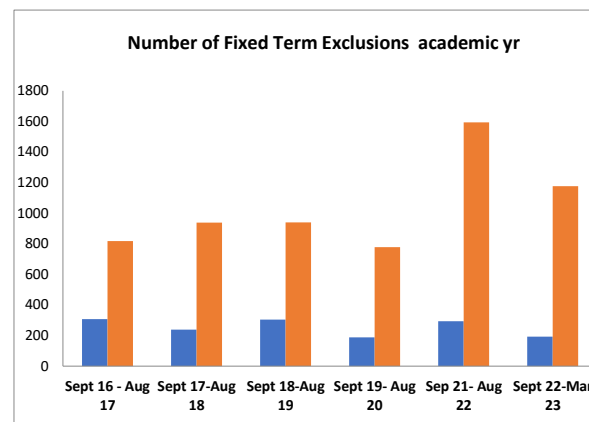
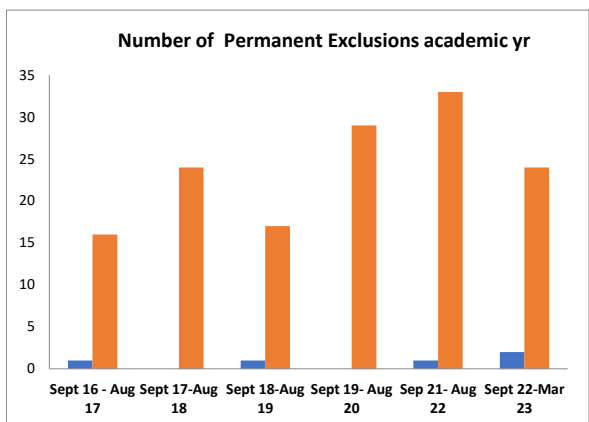
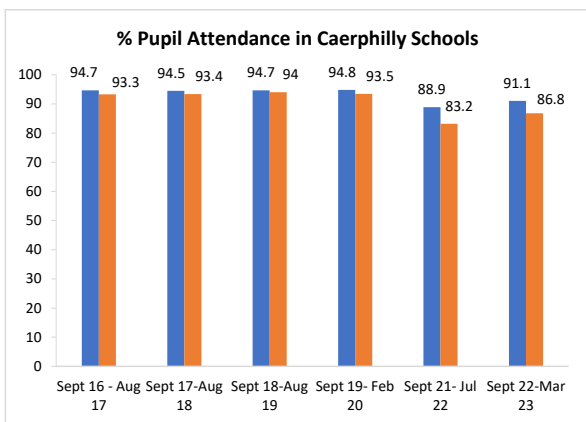
79% of FOI/EIR
requests were answered
within compliance

Corporate Health

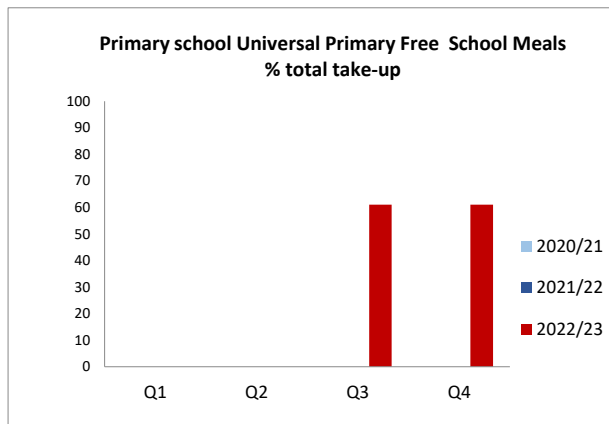
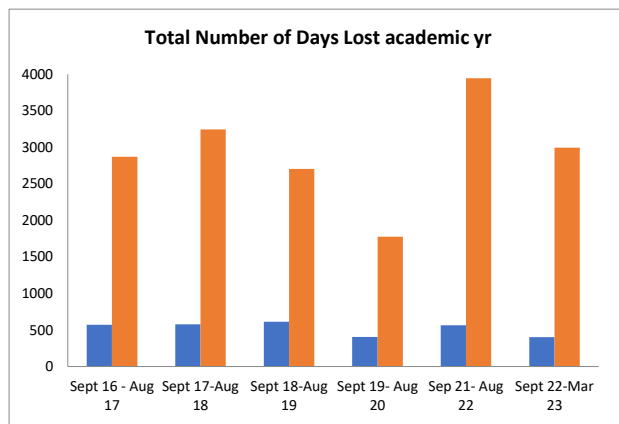








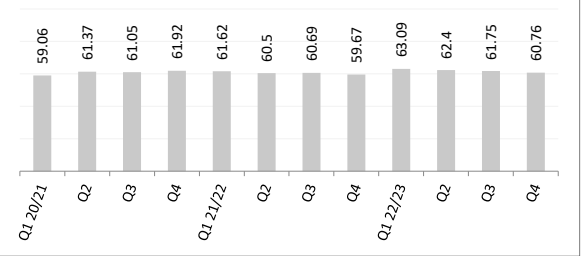
Primary Schools Secondary Schools



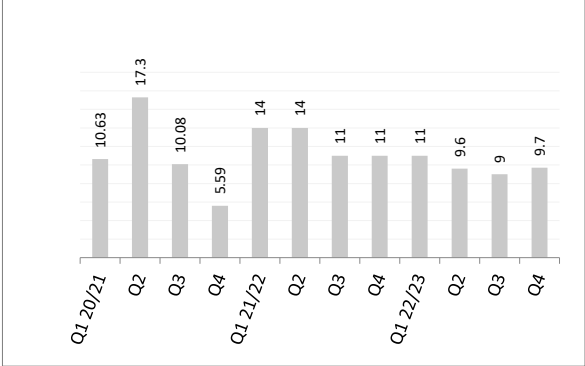
Waste



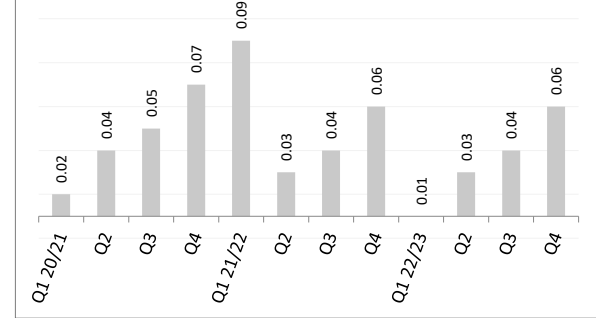
The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way (Accum)



Average time (days) to collect bulky waste items



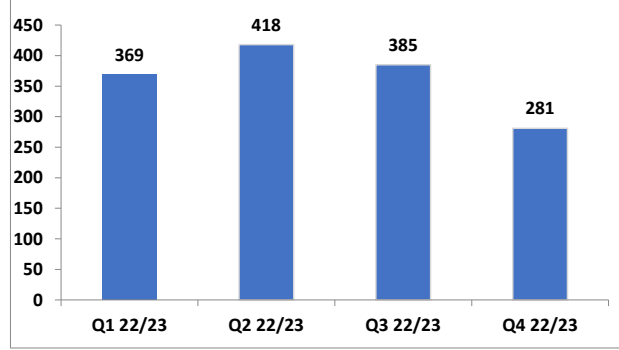
Missed waste and recycling collections as a % of total collections undertaken (food, garden, waste, recycling) (Accum)



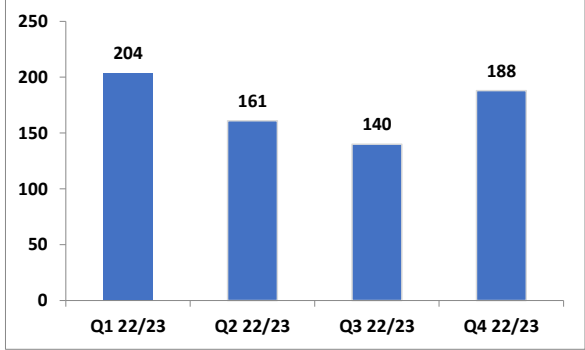
Housing

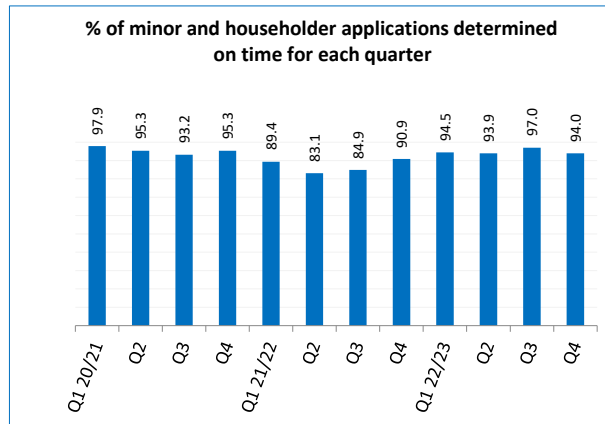
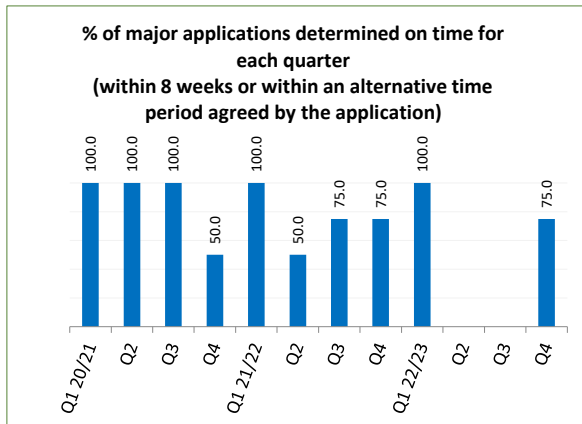
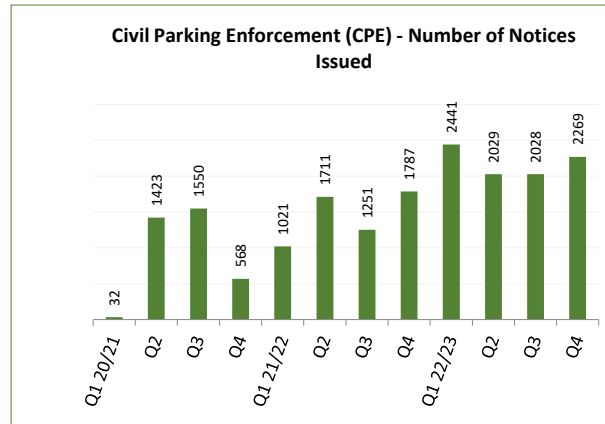
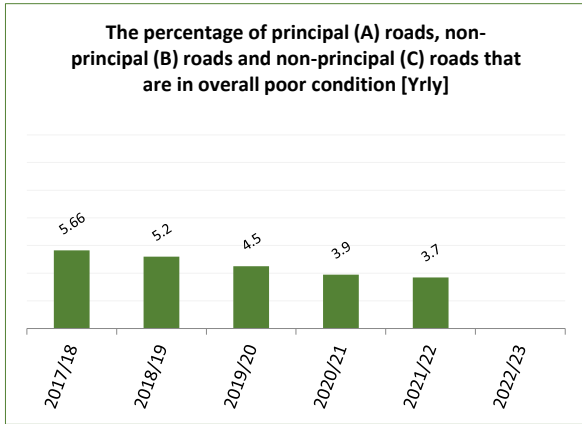


The Average number of Calendar days taken to deliver a Disabled Facilities Grant - Private Sector

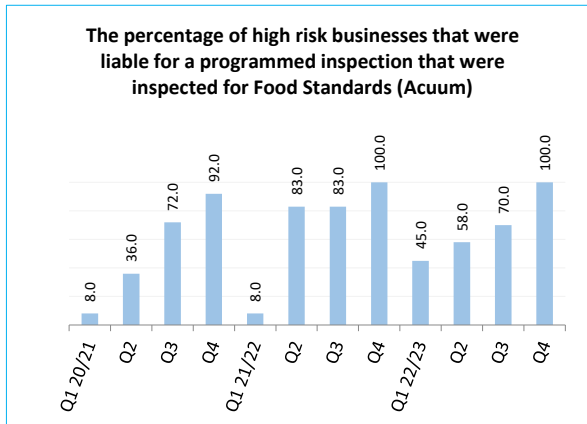
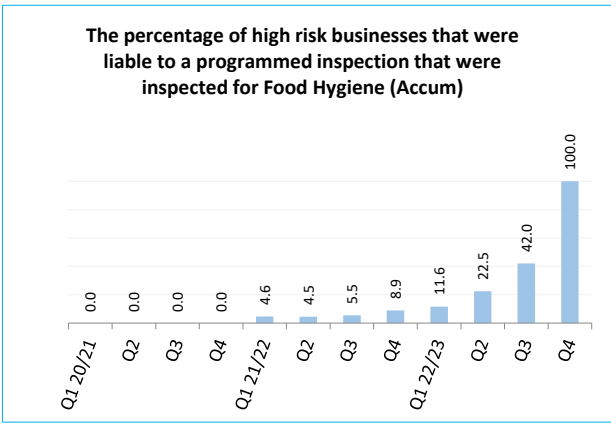
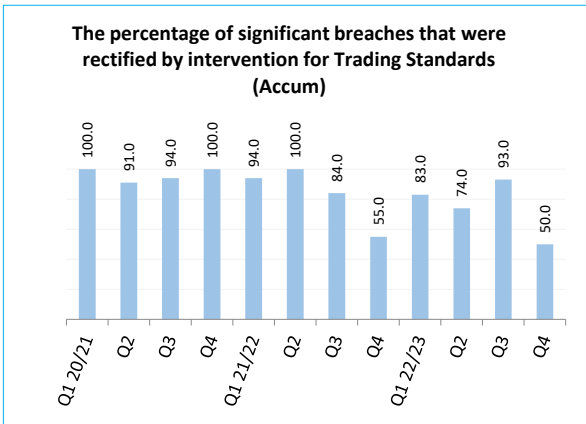


The Average number of days taken to deliver a Public Sector Adaptation

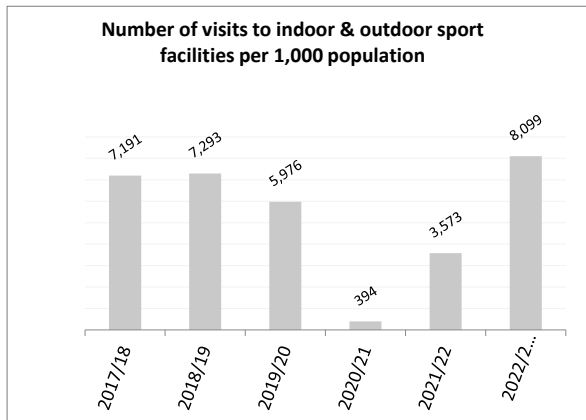


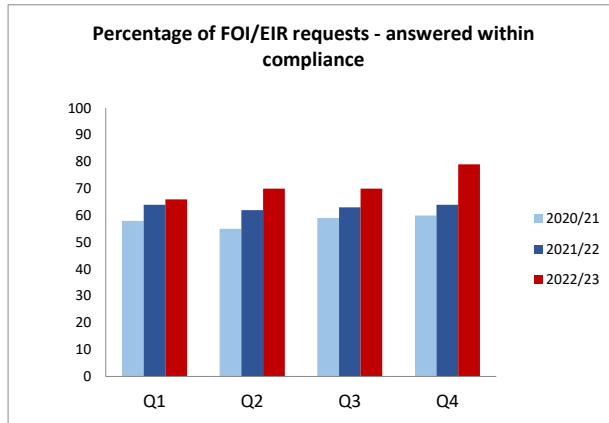
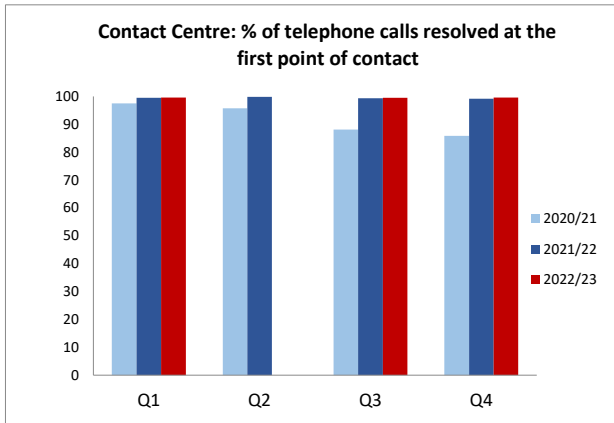


Public Protection



Sports & Leisure





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