



CABINET – 21ST APRIL 2021

**SUBJECT: CORPORATE PERFORMANCE ASSESSMENT SIX MONTH
UPDATE 2020**

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

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 April to September 2020. 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 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 September 2020.
- 2.5 The dates the DPA's were received by Scrutiny are noted in para 5.7 and this report provides feedback from those Scrutiny's.

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 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 A). 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.
- MyTime 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 scrutiny's on the dates below;

Scrutiny	DPA's Presented	Date
Policy & Resources	Corporate Services DPA	23 rd February
Housing & Regeneration	Caerphilly Homes DPA Communities DPA	9 th March
Social Services	Social Services DPA	16 th March
Environment & Sustainability	Communities DPA	23 rd March
Education	Education DPA	TBC

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

The Education Scrutiny had to be postponed to due to urgent IT maintenance and at the time of writing this report, a new date was being rescheduled, so feedback from Scrutiny does not include Education at this time.

- 5.8 Each Director 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

The content of the DPA allowed for a wide range of questions and discussions for example around the Air Quality situation at Hafodyrynys, Data breach levels, the excellent achievements on the WG EdTech (Hwb) Programme and sickness levels. Covid levels of sickness were discussed and it was agreed that a more detailed report on sickness would be brought to a P&R in the future, it was suggested that it is also added to the Forward Work Programme. Overall Scrutiny were happy with the style and content of the DPA and that it allowed a full range of information to discuss. There were no suggestions raised to improve the DPA at this time.

Housing & Regeneration Scrutiny Committee

Members used the information to ask if CCBC were on target to meet the revised Welsh Government (WG) deadlines for the WHQS, The Cabinet member for Housing informed the committee about the current performance and officers updated the committee that the project is on track for completion to meet revised deadlines and for of all works to be completed by August 2021. There are currently 126 properties left to be completed.

There were questions on specific sheltered Housing Scheme and on the present performance for homelessness and rough sleeping. Specifically, members wanted to know if all homeless people within CCBC accommodated over the winter. It was

agreed a report on homelessness would be offered to members on at the Members Seminar. Members also enquired about the Arbed funding and whether this funding was for residents' or just tenants and discussed the initiative to target funding fuel poverty and low levels of energy efficiency in homes.

Overall members were happy with the DPA as a reporting mechanism as it allowed for questioning as above and asked in addition if the results of the recent Residents Survey Results to be included to the Customer section of the DPA in due course.

Social Services Scrutiny Committee

The content of the DPA allowed for a wide range of questions and discussions mainly regarding the risk register and particularly, one high risk which relates to the Fragility of the Social Care market. Officers answered this question and added some valuable comments on the National Minimum Wage and the National Living Wage. Another question was asked regarding the Demographic Pressures risk and the current pressures of the Covid pandemic directly effects this risk. Overall, the committee were happy with the style and content of the DPA report and that it allowed a full range of information to be discussed.

Environment & Sustainability Scrutiny Committee

From the DPA, members raised the following questions about the completion of LED and part night lighting and asked if there had been issues because of the recent concerns regarding women's safety, Officers stated that there have been two enquires and they had provided reassurance that this is monitored and they will meet quarterly with Gwent Police and review after a minimum of 12 months

Regarding risks, there was a discussion around Civic Amenity Sites proposed changes and concerns about the limitations of a recent on-line survey regarding a 'booking system' for access. Officers gave a verbal update about future consultation opportunities and stated all feedback and concerns, would be used and any proposals and recommendations would be brought back to this committee.

Although there was nothing specific listed in the DPA about Highways Waste and the recent Dog Fouling bins issues (overflows), officers gave a verbal update about Covid constraints, alternative use of staff, staff sickness and service delivery interruptions and the findings of public misuse of facilities due to their concerns of touching public facilities. (e.g. Opening bin lids to put waste inside, as opposed to just dumping around the public foul bins). Members mentioned whether the timing of the CA site review of service provision, would be premature as we are not sure about future service demands. The officer gave assurance that continuous service review was important to maintain efficiencies, considering current, and speculation of future needs. Overall, the DPA allowed enough content for a range of questioning.

Education Scrutiny Committee

This was due to take place on 10th March but had to be cancelled due to IT maintenance and is being re-booked.

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's and CPA's 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

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Appendices:

Appendix 1 Corporate Performance Assessment (April – September 2020)