



CABINET – 9TH MARCH 2022

SUBJECT: CORPORATE PERFORMANCE ASSESSMENT SIX MONTH UPDATE 2021

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 Performance Framework following the presentation of the Directorate Performance Assessments to Scrutiny.
- 1.2 The CPA provides a summary of information and analysis for the 6-month period April 2021 to September 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 The Council's Performance Framework was endorsed by Cabinet in 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.
- 2.2 As part of the Performance Framework, this report presents to Cabinet the CPA attached as Appendix 1 for the period April 2021 to September 2021.
- 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 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 requirements within Part 6, Chapter 1 of the Local Government and Elections (Wales) Act 2020 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. The Performance Framework was 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.

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

- 5.3 The framework is based on the following 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.

- 5.4 The Corporate Performance Assessment (CPA) dashboard is used by 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 CPA dashboard is currently received by CMT and Cabinet on a 6-monthly basis. 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, which is reported to Scrutiny on the dates noted in paragraph 5.7.

5.5 Directorate Performance Assessment (DPA)

The DPA dashboards were reported to their respective Scrutiny on the dates below:

Scrutiny	DPA's Presented	Date
Policy & Resources	Corporate Services DPA	22 nd Feb 2022
Housing & Regeneration	Caerphilly Homes DPA Economy & Environment DPA	1 st Feb 2022
Social Services	Social Services DPA	8 th March 2022
Environment & Sustainability	Economy & Environment DPA	8 th Feb 2022
Education	Education DPA	15 th Feb 2022

Each DPA covered the following sections:

- Overall summary of the period
- 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

5.6 The Directorate Performance Assessments are less about performance and targets (though they have their place) rather 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 a summary of the discussions at each Scrutiny:

Policy & Resources Scrutiny Committee

The 6-month update of the Corporate Services DPA was introduced by the Cabinet member for Performance, Economy and Enterprise. There were questions from members on staff sickness and well-being. The impact of Covid and the delays in NHS waiting times has had an adverse effect on sickness levels. Members said that they would like to see a further breakdown of the causes behind current sickness levels. Prompted by a question on a risk around issues of funding withdrawal and the potential risk to staff, officers explained that a piece of work is taking place to look at this across the authority, as it not just an issue in Corporate Services. Further information will also be provided in a report on the challenges of Recruitment and Retention that will be presented to the committee in April.

Housing & Regeneration Scrutiny Committee

There were a range of queries within Caerphilly Homes dashboard. Members asked, how much success has Caerphilly Homes had in helping residents with their money and accommodation and how successful is the Caerphilly Keys programme is helping residents gain affordable private rental accommodation? Questions were asked on how we are making sure Landlords who aren't complying with the minimum energy efficiency standards, comply in the light of increasing energy prices. Members asked what progress had been made with the first two new Council-built homes and whether Passive home technology could be retro fitted in older homes. Members enquired into the progress made with the proposed 'Housing Surgeries' and congratulated the service on all their hard work and the completion of the WHQS. In relation to the Economy and Environment DPA (Regeneration and Planning services), there were no queries or challenges raised by the committee.

Social Services Scrutiny Committee

This committee is due to be held on 8th March, therefore a verbal update will be provided at the meeting.

Environment & Sustainability Scrutiny Committee

There were a few questions on projects and initiatives delivered in recent years. These comments / queries related to a separate report on traffic restrictions around schools and not the DPA report. There were no questions on the Economy and Environment DPA or feedback / challenges on performance in general.

Education Scrutiny Committee

The Cabinet member introduced the six-monthly Education DPA and the Director provided context to the DPA before opening for questions. Scrutiny noted that they would like the 'font' size of the DPA content to increase as they found the document difficult to read. There were no other questions or feedback received.

5.7 Conclusion

The Council's Performance Framework provides 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.

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 within this report are contained within para 5.8. The consultation is the response to the DPA's and the questions raised from reviewing them.

11. STATUTORY POWER

11.1 The Local Government and Elections (Wales) 2020 Act

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