



CABINET – 20TH SEPTEMBER 2023

SUBJECT: CORPORATE PERFORMANCE ASSESSMENT END OF YEAR REPORT 2022/23

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.
- 1.2 The CPA provides a summary of information and analysis for the period April 2022 to March 2023. The CPA forms part of the overall Council 'self-assessment' activity.
- 1.3 The CPA was presented to Joint Scrutiny on 20th July 2023 where members were invited to discuss, challenge, and scrutinise the information within the report. Following Joint Scrutiny, the CPA is now submitted to Cabinet for endorsement.

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. The CPA is an opportunity for members to ask, how well we are performing? and what evidence are we using to determine this.
- 2.2 As part of the Performance Framework, the CPA was presented to Joint Scrutiny, attached as Appendix 1 for the period April 2022 to March 2023, on the 20th July 2023.
- 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 into the CPA. The DPA's for the period April 2022 to March 2023 are also attached as supporting information (Appendices 2 – 6) and were also provided to Joint Scrutiny for context.

3. RECOMMENDATIONS

3.1 That Cabinet:

- 1) Note the comments and challenge of the Council's Corporate Performance Assessment for the period April 2022 to March 2023 from Joint Scrutiny as set out within section 10.
- 2) Endorse the Corporate Performance Assessment for the period April 2022 to March 2023 as set out in Appendix 1.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 Members participate in the 'self-assessment' process by scrutinising the information within the CPA. This also supports the duty within the new section (Part 6, Chapter 1) of the Local Government and Elections (Wales) Act 2021 which provides for a new performance and governance regime for principal councils.
- 4.2 Statutory guidance for local authorities says that council executives should welcome and encourage scrutiny inquiries to make recommendations for system improvements. The aim is to support councils to build on existing strengths and to support them to achieve a more innovative, open, honest, transparent, and ambitious sector, challenging itself and collectively driving up service delivery outcomes and standards.

5. THE REPORT

- 5.1 The Performance Framework has been developed to meet several strategic and operational needs as well as to meet the legislation noted in para 4.1 and further the Council's desire to be a high performing learning organisation focused on meeting the needs of its residents. This report shares the CPA for the year end 2022/23.
- 5.2 The spirit of the CPA (Appendix 1) is about providing learning. The CPA is less about performance and targets (though they have their place) and is more about providing a wider picture of performance that will support reflective and challenging conversations and scrutiny that will lead to learning and further improvement.
- 5.3 Each Directorate has a dashboard to report performance that feeds 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 in 5.4.

5.4 The Framework

The Council's Performance Framework has several component parts:

- Organisational Self-Assessment (legislative requirement)
- **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.

5.5 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 and Cabinet on a twice-yearly basis. Whilst 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 the CPA is held within each individual DPA. The DPA's are discussed in detail by Directors with their Heads of Services at SMT's.

5.6 **Corporate Performance Assessment (CPA)**

The CPA includes the following sections:

- Chief Executive Summary
- Performance Data, including assessment of priorities
- Risk Register
- Workforce data
- Financial data
- Self-assessment Action update

5.7 The information used for the CPA will be refreshed for 2023/24 as information and data often needs to evolve and change and be monitored in new ways. We will be looking to provide a refreshed version for the next reporting period, including a set of key measures of interest.

5.8 Performance during 2022/23 showed good progress in a range of areas, such as budget management, increasing the number of Freedom of Information requests response times, increase in Welsh language speakers and progress made in completing our priorities. Areas for further development are recruitment, recycling target improvements, housing repair backlogs, a refresh of service planning and in a wider sense, organisational transformation as we undertake an ambitious programme which is detailed in the Chief Executive's summary (attached Appendix A). A more detailed assessment on organisational effectiveness will be in the Council Annual Self-Assessment Report produced in Winter 2023.

5.9 **Conclusion**

The Council's Performance Framework as set out will provide Cabinet, Scrutiny Committees, CMT and SMTs 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 need to be applied. Information on equalities and Welsh language will be included appropriately within the DPA's 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 and the DPA's have sections called 'resources' that include relevant budget outturns as part of the overall self-assessment of each directorate.

9. PERSONNEL IMPLICATIONS

- 9.1 There are no personnel implications within this report, however the CPA and the DPA's have sections called 'resources' that provide data on a range of workforce information.

10. CONSULTATIONS

- 10.1 At Joint Scrutiny on 20th July the Cabinet Member for Finance and Performance introduced the report, which presented the Corporate Performance Assessment (CPA) summary of performance for April 2022 to March 2023. The Chief Executive provided an overview of the Authority's performance during the period and reminded Members of the challenges that the Council continues to face. Joint Scrutiny then received an overview of performance across each Directorate (Economy and Environment, Social Services, Housing, Corporate Services and Education) from officers.
- 10.2 There were no feedback requests for additional information, however, Members indicated that with the addition of the DPA's there was too much information presented, and there was a suggestion from Members that the DPA's should be presented as separate reports. Consideration will be given to presenting each of the DPA's to the relevant Scrutiny in the future.
- 10.3 Turning to the content of the reports there were questions raised on a range of information such as, how Social Services and the Health Service work together in respect of hospital discharges, the relationship between the Caerphilly Cares service and the Voluntary Sector, and whether there is any duplication or overlap of services within the Voluntary Sector.
- 10.4 In Education there were questions around how the Authority measures and monitors school performance since the removal of the league tables and progress of the new Centre for Vulnerable Learners (CVL) at Pontllanfraith. It was confirmed that once the Centre is opened, Officers would be able to share more information about the progress that these children and young people are making. There was a question as to when behaviour support would return to face-to-face sessions, and another highlighted the new Universal Primary Free School Meals approach and that we should be proud of the work achieved in rolling this initiative out to every primary school across the county borough.

- 10.5 The Corporate Services DPA, prompted questions such as, what the Authority are doing to ensure the retention of staff, in view of the competitive salaries available for similar positions across other local authorities, and if the productivity of staff working from home is monitored (as there were difficulties trying to contact some departments).
- 10.6 For the Economy and Environment, questions were received on what we are doing to address weed growth across the county borough, public perception around highways repairs, and will grass cutting in playgrounds be prioritised? There was also a discussion around littering.
- 10.7 In the Housing Report a member asked what the Authority is doing to prevent homelessness as a result of the cost-of-living crisis and housing crisis. There was a discussion around empty properties and how these are being managed. There were also queries around the use of bed and breakfast premises (B&B's) as temporary accommodation and what alternatives there are.
- 10.8 Detailed minutes of the questions and responses and general discussion are available in the published minutes of the Joint Scrutiny meeting 20th July 2022.

11. STATUTORY POWER

11.1 The Local Government and Elections (Wales) Act 2021

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Appendices:

- Appendix 1 Corporate Performance Assessment (April 2022 – March 2023)
- Appendix 2 Directorate Performance Assessment for Economy and Environment (April 2022 – March 2023)
- Appendix 3 Corporate Performance Assessment for Caerphilly Homes (April 2022 – March 2023)
- Appendix 4 Corporate Performance Assessment for Social Services (April 2022 – March 2023)
- Appendix 5 Corporate Performance Assessment for Education (April 2022 – March 2023)
- Appendix 6 Corporate Performance Assessment for Corporate Services (April 2022 – March 2023)