



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

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Background:

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