



POLICY AND RESOURCES SCRUTINY COMMITTEE – 23RD FEBRUARY 2021

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

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

1. PURPOSE OF REPORT

- 1.1 To present Scrutiny with the new Corporate Services Directorate Performance Assessment (DPA) which is part of the Council's new Performance Framework.
- 1.2 The DPA provides information and analysis for the 6-month period April – September 2020. The DPA forms part of the overall Council 'self-assessment' activity, of which members are invited to discuss, challenge and scrutinise the information in the DPA.

2. SUMMARY

- 2.1 The Council's Performance Framework had been in its current format for several years and formed a foundation stone of the Council's governance arrangements.
- 2.2 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, it became both timely and opportune that the Framework was redeveloped and enhanced.
- 2.3 The new Performance Framework was endorsed by Cabinet February 2020 and this report introduces one of the key components of the Framework, the Directorate Performance Assessment, (DPA). The DPA is a 'self-assessment' of Directorate's progress across a wide range of information types.
- 2.4 Directorate Performance Assessments are an opportunity to bring together a range of information and intelligence into one picture to answer the self-assessment question of 'how well are we performing and how do we know? Appendix A is the Corporate Directorates Performance Assessment up to September 2020.

3. RECOMMENDATIONS

- 3.1 Members review the attached document (Appendix A) and discuss, challenge and

scrutinise the information contained within.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 Scrutiny members are involved in the 'self-assessment' process by scrutinising the information within the Directorate 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 started reviewing 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. This report introduces and shares the Corporate Services DPA. To show how the DPA fits into the overall framework the components are noted below:

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 as well as being shared 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.

5.7 Directorate Performance Assessment (DPA)

The DPA dashboards are developed for all directorates. The report provides Directorate Management Teams with a range of data to keep progress under review, drive performance improvement and manage resources, intelligence and risks. Information within the DPA dashboards is grouped as follows:

- Overall summary of the Quarter
- Progress on a Directorate's Priorities
- Performance Data
- Customer Intelligence
- Resources – financial / workforce and assets
- Risk Register
- Well-being Objectives
- Lessons Learned
- Conclusion

The DPAs are received by Senior Management Teams on a quarterly basis providing opportunities to account for progress, challenge performance and agree improvement activity. Data from DPAs will be shared with relevant Scrutiny Committees twice yearly.

5.8 The focus of the Directorate Performance Assessments (Appendix A) to continue our development as a learning organisation. The DPA is 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.

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

6. ASSUMPTIONS

6.1 No assumptions were thought to be required in this report.

7. LINKS TO RELEVANT COUNCIL POLICIES

7.1 Corporate Plan 2018-2023.

Corporate Services is not directly responsible for a single Well-being Objective but does contribute to all the objectives. They are:

- Objective 1 Improve Education Opportunities for all.
- Objective 2 Enabling Employment.

- Objective 3 Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people's well-being.
- Objective 4 Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimizes the adverse impacts on the environment.
- Objective 5 Creating a County Borough that supports a Healthy Lifestyle in accordance with the Sustainable Development Principle within the Wellbeing of Future Generations (Wales) Act 2015.
- Objective 6 Support citizens to remain independent and improve their well-being.

The Corporate Plan can be found on the intranet on the Policy portal, within the performance management section. **Click here to view.**

8. WELL-BEING OF FUTURE GENERATIONS

- 8.1 The Directorate Performance Assessment shows how the Directorate's priorities, risks and its own specific well-being objective contributes to the Well-being goals;
- A prosperous Wales
 - A resilient Wales
 - A healthier Wales
 - A more equal Wales
 - A Wales of cohesive communities
 - A Wales of vibrant culture and thriving Welsh Language
 - A globally responsible Wales

The information is wide ranging and looks at the long-term balancing priorities with the short term and the long-term needs. The risks also identify those that impact the well-being of future generations. The actions being taken to deliver the priorities are part of preventing problems occurring, or getting worse, delivery of these require involvement and a range of collaborations.

9. EQUALITIES IMPLICATIONS

- 9.1 This report is for information and has no decision-making requests, so the Council full Equality 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.

10. FINANCIAL IMPLICATIONS

- 10.1 There are no financial implications within this report, however the DPA (Appendix A) has a section on resources including relevant budget out turns as part of the overall self-assessment of the directorate.

11. PERSONNEL IMPLICATIONS

- 11.1 There are no personnel implications within this report, however the DPA (Appendix

A) has a section called 'resources' which provides data on a range of workforce aspects.

12. CONSULTATIONS

12.1 Any consultation responses have been included with in this report.

13. STATUTORY POWER

13.1 The Local Government Measure (2009) and Local Government and Elections (Wales) Bill

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

Consultees: Christina Harray, Chief Executive
Richard Edmunds, Corporate Director of Education and Corporate Services
Councillor Eluned Stenner, Cabinet Member for Performance and Customer Service
Councillor James Pritchard, Chair of P&R Scrutiny Committee
Councillor Gez Kirby, Vice Chair of P&R Scrutiny Committee
Steve Harris, Head of Financial Services and S151 Officer
Rob Tranter, Head of Legal Service and Monitor
Liz Lucas, Head of Customer and Digital Services
Lynne Donovan, Head of People Services
Sue Richards, Head of Education Planning & Strategy
Anwen Cullinane, Senior Policy Officer, Equalities, Welsh Language & Consultation)
Steve Pugh, Corporate Communications Manager

Appendices:

Appendix A Directorate Performance Assessment (April – September 2020)