



## **CABINET – 18TH SEPTEMBER 2024**

**SUBJECT: CORPORATE PERFORMANCE ASSESSMENT END OF YEAR REPORT 2023/24**

**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 2023 to March 2024. The CPA forms part of the overall Council 'self-assessment' activity.
- 1.3 The CPA was presented to Joint Scrutiny on 18 July 2024 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 This report introduces one of the key components of the Performance 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 2023 to March 2024, on the 18 July 2024.
- 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 Directors have summarised the highlights and areas for improvement from the DPA's for the period April 2023 to March 2024 into the CPA.

### **3. RECOMMENDATIONS**

#### 3.1 That Cabinet:

- 1) Note the comments and challenge of the Council's Corporate Performance Assessment for the period April 2023 to March 2024 from Joint Scrutiny as set out within section 10.
- 2) Endorse the Corporate Performance Assessment for the period April 2023 to March 2024 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 2023/24.

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 financial data.
- Directors' summaries of the year for each directorate.
- Risk Register
- Workforce data
- Self-assessment Action update

5.7 The information used for the CPA will be refreshed for 2024/25 as information and data often needs to evolve and change and be monitored in new ways. We will be looking to provide a new dashboard for Members as a set of thirty top key measures that councillors said they were interested in, along with a new dashboard for the Well-being Objective reporting and greater trend data. In 2024/2025 we will also be including more information on service users' perspectives and are sourcing more satisfaction data, in response to suggestions made by Audit Wales in their report 'Performance Information of service users' perspectives'

5.8 Performance during 2023/24 showed satisfactory progress in a range of areas, such as increase of Welsh Speakers, delivery of the Self-Assessment Action plan, slight reduction in sickness levels, with a positive direction of travel, however not as large a shift as we would like. The appendix identifies many positives and successes across each directorate. Areas for further development are 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. A more detailed 'criteria for assessing organisational effectiveness has been introduced into the Council Annual Self-Assessment Report produced in Winter 2024.

## **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 The Cabinet Member for Prosperity, Regeneration and Climate Change introduced the report to the Joint Scrutiny Committee on the Corporate Performance Assessment (CPA) which was part of the Council's Performance Framework. The CPA provided a summary of information and analysis for the period April 2023 to March 2024 and members were invited to discuss, challenge, and scrutinise the information in the CPA.

10.2 Members were advised that the dashboard within the report contained information on the Council's finances, workforce and risks over the last 12 months, and the Director's summaries captured what had gone well and also areas for improvement across the 5 Directorates. The Committee were advised that the Directors would provide a list of three positives and three areas for improvement for their relevant Directorate and then Members would have the opportunity to ask any questions. It was confirmed that the Performance Management approach was currently being refined and there would be a new process and set of dashboards in use over the coming months.

The Directors provided three particular highlights of where each of their Directorates performed well, and three highlighted areas identified for improvement. Below is a summary of the questions raised.

A Member commented that it was good to hear that private properties were being brought back into service but queried if the length of the process could be shortened.

Concern was expressed that there was no money for demographic growth in social care which could impinge on the health service particularly in relation to discharges where people cannot leave hospital because Local Authorities were not able to provide packages of care.

A Member sought clarification on the total number of void properties and also queried if improved attendance at schools had led to better exam results. In terms of the query on improved exam pass rates the Chief Education Officer confirmed that the advice provided from Estyn and Welsh Government was that Councils should not collect results and aggregate them into any sort of league table, and this had been the case for several years.

A Member observed that the report was very well summarised, succinct, and found the charts, summaries, and pictorial presentations to be particularly useful in understanding the Council's position. The Member queried why there were a large number of Corporate Complaints for Economy and Environment that went to stage 2 of the process. He also asked if any contingency plans are built into the Social Services budget in the event that future government grants are not sufficient.

A Member sought clarification on the position on the buyback project in relation to PFI for Schools. The Section 151 Officer confirmed that there was a key piece of financial information that was needed and a further meeting with the PFI contractor is scheduled for later this month. The negotiations with the PFI were ongoing and it was therefore not appropriate to discuss this further.

A Member enquired how schools were being supported in meeting Additional Learning Needs (ALN) and also queried if the Council was considering changing the transport to schools' arrangements. The Director confirmed that in terms of home to school transport a decision was going to Cabinet to look at both the statutory and discretionary provision, depending on Cabinet

approval a period of consultation would follow. It was clarified that the ALN budget was not being restricted despite the budgetary challenges. The Chief Education Officer confirmed that of the thirty-three schools inspected all except one had all been praised for the work in ALN.

An observation was made by a Member on the retention and recruitment data within the report and he requested that more information be brought to Members this year to show the Council's position in this area. The Director confirmed that a detailed report would be submitted to the Corporate and Regeneration Scrutiny Committee in September 2024.

A Member raised concerns about the stigma associated with the take up free of school meals, and also highlighted an issue with potholes and flooding in his ward. The Head of Education, Planning and Strategy confirmed that every child at primary school level was entitled to free school meals and a new menu launched by catering had increased take up. In relation to the potholes and issues with flooding the Director explained that there was a Flood Risk Management Strategy in place, and he outlined that the Council had to bid for funding from the Welsh Government.

A Member wished to put on record their thanks for the professional support received from carers and social care workers over the last few months as their family had been using the service. Clarity was sought on the difference in pay for carers between CCBC and other local authorities.

Clarification was sought on whether mental health was taken into consideration equally with physical disabilities when assessments were undertaken for hospital discharges. Assurances were provided that mental health was considered equally in any assessment.

The Chair thanked Members and Officers and the item was 'RESOLVED' and that the Joint Scrutiny Members reviewed the CPA, discussed, challenged, and scrutinised the information contained within the Officers report.

10.3 Detailed minutes of the questions and responses are available in the published minutes of the Joint Scrutiny meeting 18 July 2024.

## **11. STATUTORY POWER**

### **11.1 The Local Government and Elections (Wales) Act 2021**

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**Appendices:**

Appendix 1 Corporate Performance Assessment (April 2023 – March 2024)