

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	14 DECEMBER 2023
Report Title:	QUARTER 2 PERFORMANCE 2023-24
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY
Responsible Officer:	ALEX RAWLIN POLICY AND PUBLIC AFFAIRS MANAGER
Policy Framework and Procedure Rules:	Monitoring the Council’s performance against its Corporate Plan forms part of the Council’s Performance Management Framework.
Executive Summary:	This report provides - <ul style="list-style-type: none"> • an overview of performance against the well-being objectives in the Corporate Plan 2023-28 for Quarter 2 2023-24. • more detailed analysis, as agreed with the Corporate Overview and Scrutiny Committee, on Quarter 2 performance on the commitments and performance indicators set out to deliver the well-being objectives in the Corporate Plan Delivery Plan 2023-24.

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Committee with an overview of the Council’s performance against the Corporate Plan objectives at quarter 2 of 2023-24. This report should be viewed in the context of it being the first monitoring report completed in year one of the new 5-year Corporate Plan 2023-28, and the 7 new well-being objectives set out within the plan. The format of this report and the supporting dashboards is undergoing a review to find the best way to monitor, analyse and understand our performance to inform effective decision making and allow robust scrutiny.

2. Background

- 2.1 On 1 March 2023 Council agreed the Corporate Plan 2023-28 and the proposal to develop a one-year Corporate Plan Delivery Plan to help monitor progress against it. On 19 July 2023 Council agreed the Corporate Plan Delivery Plan 2023-24 which set out the Wellbeing Objectives and associated aims, commitments and performance indicators that will help measure the Council's progress on priorities.
- 2.2 Following the development of the Corporate Plan and CPDP, each Directorate has produced a business plan, which includes time-bound service level activities (or milestones) against each commitment, targets against each Performance Indicator (PI) and a clear rationale for that target. Directorates were asked to provide as many targets as possible, and comparable data for the previous year where possible, minimising the use of 'setting baselines' as an alternative to providing a target, and giving greater scope for trend analysis at the end of year one. The directorate business plans can be viewed through the staff intranet.
- 2.3 Directorates were also required to complete a data quality and accuracy template for each PI to clearly define what the PI is measuring, the scope of the data included, the calculation and verification methods to be used, and clearly identify the responsible officers.
- 2.4 In November 2023 the Corporate Plan PI targets and rationales were approved by Council. These are the targets used to judge performance at Q2.
- 2.5 As part of the Performance Management Framework, monitoring of these commitments and performance indicators is carried out quarterly through 4 separate directorate dashboards scrutinised by Directorate Management Teams and reported quarterly to Corporate Performance Assessment (CPA). A performance overview report is presented to Corporate Overview and Scrutiny Committee (COSC) at quarters 2 and 4 to support their role in scrutinising progress on delivery.

3. Current situation / proposal

- 3.1 We have one simple scale for how we mark or score the council's performance as set out in our performance framework. Because overall judgements, commitments and performance indicators are measured differently, the colours or judgements have different descriptions depending on which type of performance you are reviewing. These are summarised again for members' convenience in each separate table in the analysis below. More detailed information on the commitments and PIs along with explanatory comments is provided within the 4 directorate dashboards (**Appendix A-D**). Performance is presented, summarised and analysed below.
- 3.2 The information below reflects our slightly evolved approach to performance management that sits alongside the new Corporate Plan and Delivery Plan. The performance team discussed initial proposals with COSC in October 2023, about how we might collate, summarise, analyse and present performance information going forward, and many of their ideas and decisions have been implemented in the information below and the presentation included, with others that will come into play at Q4 and beyond.

- 3.3 The first difference is that COSC were keen to see performance information presented against the Wellbeing Objectives (rather than by directorate). This will help the council understand how we are progressing against the whole corporate plan, rather than focusing on departmental silos. This is reflected in the summary information below and the presentations and will be reflected in the dashboard in the future.
- 3.4 The diagrams in paragraphs 3.6 and 3.7 demonstrate performance overall on, first, our commitments or projects and then on our PIs or business as usual. These stacked bar charts demonstrate the proportion of commitments or PIs in each of the blue, red, amber, yellow or green (BRAYG) categories. This helps to demonstrate performance at a glance again each wellbeing objective, and the Corporate Plan as a whole.
- 3.5 The next level of analysis was intended to be a heatmap, demonstrating performance against all commitments and PIs in one simple diagram. The performance team has produced a heatmap but it is not included in the report or presentation. It adds limited value at Q2 due to the number of annual PIs that are missing. We will produce and present a heatmap for year-end performance.

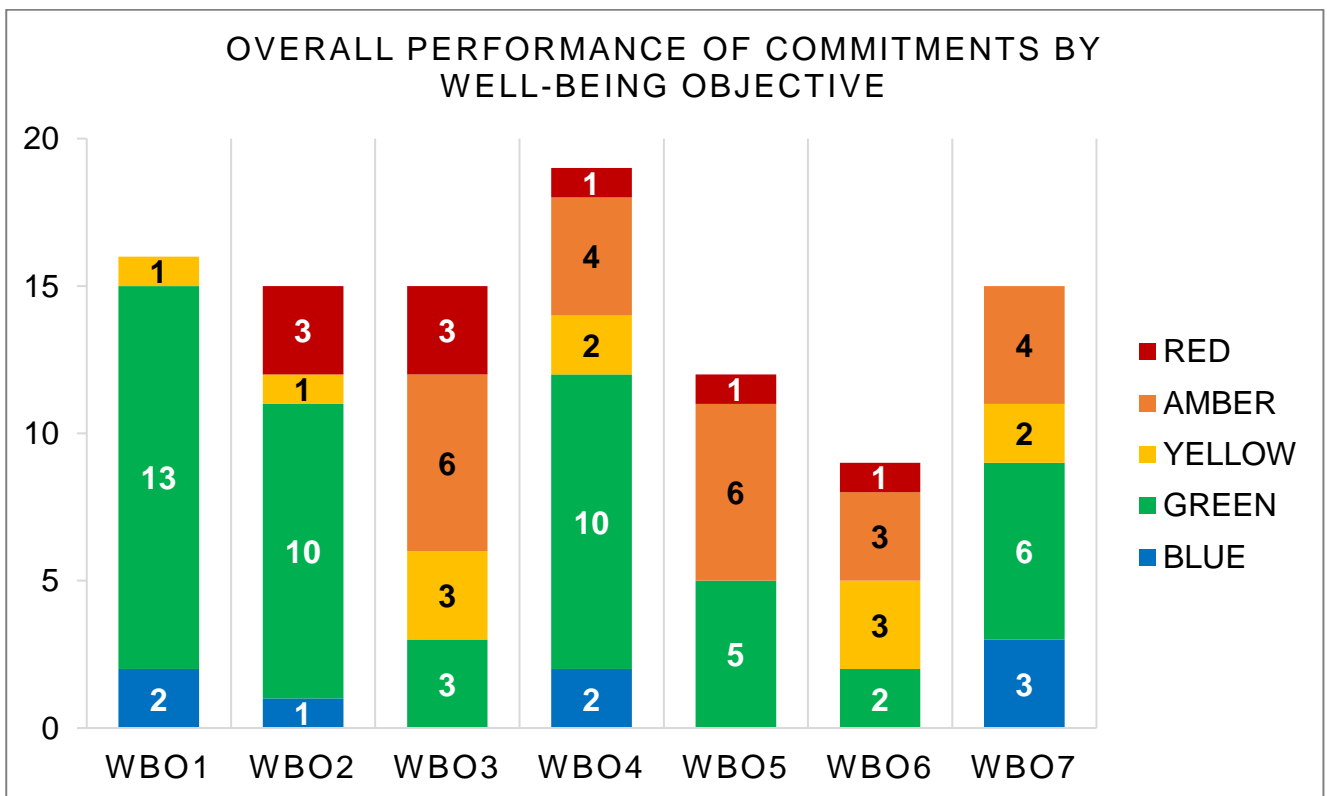
3.6 Summary of progress on Corporate Commitments

Table 1 shows the overall performance judgements for commitments at quarter 2, with Chart 1 breaking this down further to show performance for each of the well-being objectives.

Table 1

Status	Meaning of this status	Q2 Performance	
		Number	Percentage
COMPLETE (BLUE)	Project is completed	8	7.9%
EXCELLENT (GREEN)	As planned (within timescales, on budget, achieving outcomes)	49	48.5%
GOOD (YELLOW)	Minor issues. One of the following applies - deadlines show slippage, project is going over budget or risk score increases	12	11.9%
ADEQUATE (AMBER)	Issues. More than one of the following applies - deadlines show slippage, project is going over budget or risk score increases	23	22.8%
UNSATISFACTORY (RED)	Significant issues – deadlines breached, project over budget, risk score up to critical or worse	9	8.9%
	Total	101	100%

Chart 1



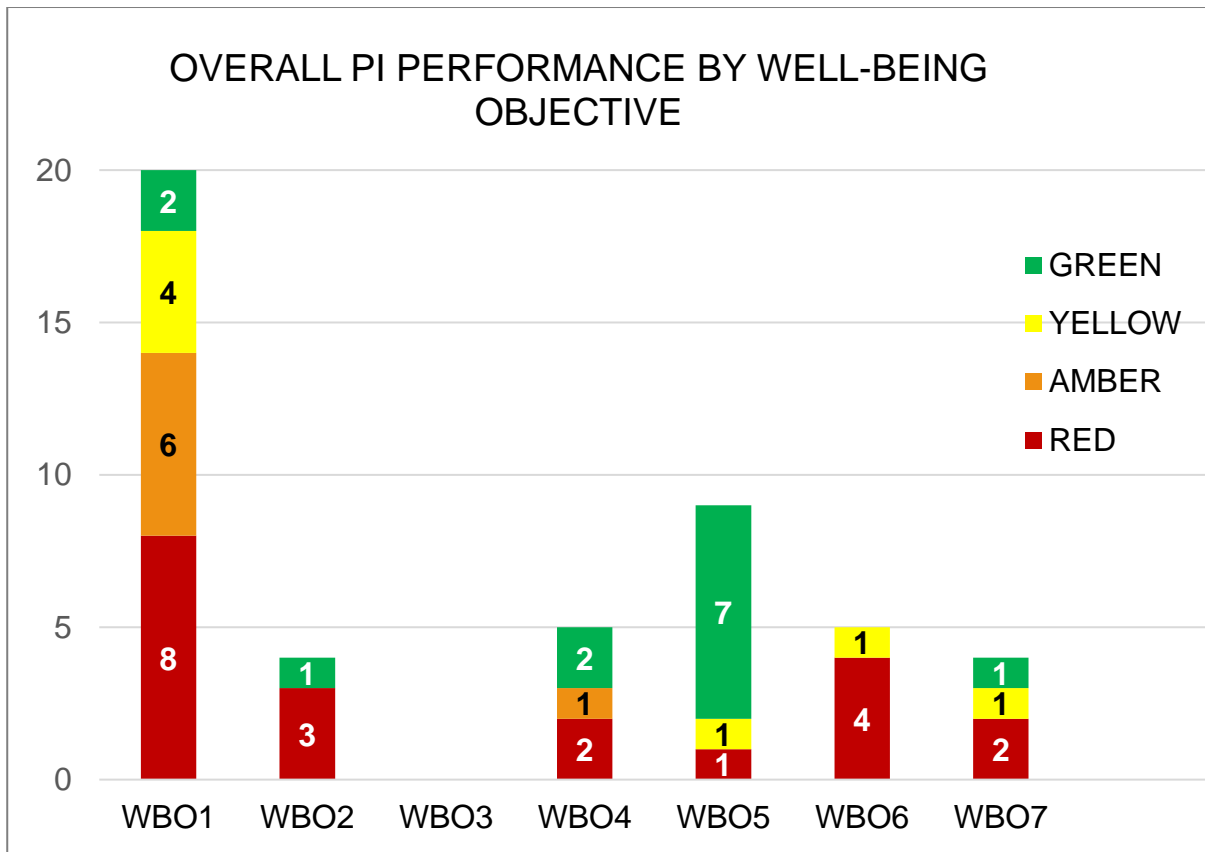
3.7 Summary of Performance Indicators

Out of the full set of Corporate Plan indicators, 59 have a quarterly reporting frequency, 57 of which have verified data reported for Q2. 10 of these quarterly indicators are currently establishing baseline figures, therefore 47 indicators could be compared against their target and awarded a RAYG status. Table 2 shows overall performance for indicators at Q2, and Chart 2 the performance for each well-being objective.

Table 2





Status	Meaning of this status	Q2 Performance	
		Number	%
EXCELLENT (GREEN)	On target <u>and</u> performance has improved or is at maximum	13	27.65%
GOOD (YELLOW)	On target	7	14.9%
ADEQUATE (AMBER)	Off target (within 10% of target)	7	14.9%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	20	42.55%
	Total	47	100%

Chart 2



- 3.8 Two indicators do not have data available at Q2. These are *DEFS164 Percentage of schools that have an ALN policy in place*, where it is envisaged by the start of the spring term 2023-24, we will be in a position to report the intention of each governing body in respect of the adoption of a dedicated policy; and *DOPS41 The percentage of people who feel they are able to live more independently as a result of receiving a DFG in their home*, where there remain operational issues with the satisfaction survey process meaning that data has not been collected during Q1 and Q2 which is being rectified to report meaningful data for Q3.
- 3.9 Trend data is available for 24 Corporate Plan indicators, comparing performance to the same period last year. Trend analysis for quarter 2 is set out in Table 3 below:

Table 3

Performance Indicators Trend Definition		Trend at Q2	
		Number	Percentage
	Performance has improved	13	54.2%
	Performance maintained (this includes those at maximum)	0	-
	Declined performance (by less than 10%)	2	8.3%
	Declined performance (by 10% or more)	9	37.5%
	Total	24	100%

Measuring Performance against our Ways of Working





- 3.10 This is the first year of developing a set of indicators and commitments to demonstrate how we are performing against our five ways of working set out in the Corporate Plan. This remains a work in progress, but as a first step at Q2 we have reported on the additional ways of working PIs not included within the well-being objectives. 8 of these indicators have been reported on for Q2, 7 of which could be compared against a target and awarded a RAYG status which is shown below in Table 4.

Table 4

Status	Meaning of this status	Q2 Performance	
		Number	Percentage
EXCELLENT (GREEN)	On target <u>and</u> performance has improved or is at maximum	2	28.57%
GOOD (YELLOW)	On target	2	28.57%
ADEQUATE (AMBER)	Off target (within 10% of target)	2	28.57%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	1	14.29%
	Total	7	100%

3.11 Trend data is available for 5 of the 8 ways of working indicators reported on, comparing performance with the same period last year. Trend analysis for quarter 2 is set out in Table 5 below:

Table 5

Performance Indicators Trend Definition		Trend at Q2	
		Number	Percentage
	Performance has improved	2	40%
	Performance maintained (this includes those at maximum)	2	40%
	Declined performance (by less than 10%)	1	20%
	Declined performance (by 10% or more)	-	-
	Total	5	100%

Summary of Sickness Absence

3.12 Sickness absence is included as one of the ways of working PIs under Better and More Targeted use of Resources. The focus continues to be on trying to reduce sickness across the organisation, therefore no targets were set for the overall staff indicator or individual directorates. Staff well-being measures are in place and sickness continues to be closely monitored by Directorate Management Teams, Corporate Management Board, and at CPA. At quarter 2 cumulative days lost per

FTE is 5.35, showing an improved position compared with 5.89 days for the same period last year, a 9.2% decrease. Improved absence levels have been seen in all areas except for Chief Executives Directorate and Schools. The proportion of absences that are short-term has however increased from 21% at quarter 2 last year to 23% at quarter 2 2023-24. Overall sickness levels are currently more reflective of pre-pandemic levels.

4. Equality implications (including Socio-economic Duty and Welsh Language)

4.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. This is an information report, therefore it is not necessary to carry out an Equality Impact assessment in the production of this report. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

5.1 This report is intended to assist in measuring and monitoring progress made against the following corporate well-being objectives under the Well-being of Future Generations (Wales) Act 2015 that form part of the Council's Corporate Plan 2023-28:-

1. A County Borough where we protect our most vulnerable
2. A County Borough with fair work, skilled, high-quality jobs and thriving towns
3. A County Borough with thriving valleys communities
4. A County Borough where we help people meet their potential
5. A County Borough that is responding to the climate and nature emergency
6. A County Borough where people feel valued, heard and part of their community
7. A County Borough where we support people to live healthy and happy lives

5.2 The 5 ways of working set out in the Well-being of Future Generations (Wales) Act have also contributed to the Council developing its own five ways of working. The ways of driving and measuring those ways of working is also contained in the Corporate Plan Delivery Plan.

6. Climate Change Implications

6.1 There are no specific implications of this report on climate change. However, some of the measures and projects included within the Corporate Plan 2023-28 and annual delivery plan for 2023-24 have been developed to help us assess the Council's performance on areas including climate change.

7. Safeguarding and Corporate Parent Implications

7.1 There are no specific implications from this report on safeguarding or corporate parenting.

8. Financial Implications

8.1 There are no financial implications arising from this report.

9. Recommendations

9.1 The Committee is recommended to note the Council's performance at quarter 2 for the year 2023-24.

Background documents

None.