

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	17 MARCH 2025
Report Title:	QUARTER 3 PERFORMANCE 2024-25
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY
Responsible Officer:	ALEX RAWLIN POLICY AND PERFORMANCE MANAGER
Policy Framework and Procedure Rules:	Monitoring performance against the Corporate Plan forms part of the Council’s Performance Management Framework.
Executive Summary:	This report provides – • an overview of performance against wellbeing objectives in the Corporate Plan 2023-28 at quarter 3 2024-25. • analysis of performance on the commitments and performance indicators in the Corporate Plan Delivery Plan (CPDP) 2024-25. • An update on the performance against our current regulator recommendations (Regulatory Tracker).

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Committee with an overview of Council performance against the Corporate Plan at quarter 3 (Q3) of 2024-25. This is the second year of the 5-year Corporate Plan 2023-28 and the second performance report on the 2024-25 Corporate Plan Delivery Plan (CPDP). This report also contains analysis of performance against current regulator recommendations.

2. Background

- 2.1 On 1 March 2023 Council agreed the Corporate Plan 2023-28. In April 2024 Council agreed the Corporate Plan Delivery Plan 2024-25 which set out aims, commitments, and performance indicators to help measure the Council’s progress on priorities.
- 2.2 Each Directorate produced a business plan, including milestones against each commitment, targets against each Performance Indicator (PI) and a rationale for targets. These plans can be viewed via the staff intranet. Data quality and accuracy templates have been completed for each PI to clearly define what the PI is measuring, scope of data, calculation/verification methods, and responsible officers. In summer 2024 the Corporate Plan PI targets and rationales were approved by Corporate Management Board (CMB) and provided to Corporate Overview Scrutiny Committee (COSC) in September 2024 along with minor amendments to the CPDP.
- 2.3 As part of the Performance Management Framework, monitoring of the CPDP is carried out quarterly through 4 directorate performance dashboards scrutinised by Directorate Management Teams. A single performance dashboard is reported

quarterly to Cabinet and Corporate Management Board (CCMB). The same dashboard is presented to Corporate Overview and Scrutiny Committee (COSC) at quarters 2, 3 and 4 to help them scrutinise progress.

- 2.4 The performance team has worked with Corporate Overview and Scrutiny Committee to make improvements to the performance reporting process to give Members a clearer understanding of how the Council is performing, including:
- development of the single performance dashboard,
 - improvements to the commentary in the dashboards,
 - use of summary presentations
- 2.5 In a report to Governance and Audit Committee (GAC) in November 2022, Audit Wales highlighted the requirement for the Council to improve arrangements dealing with recommendations from regulator reports. In response a 'regulatory tracker' was developed which is considered at GAC twice yearly. In July 2023, GAC recommended that the regulatory tracker be included on all Subject Overview and Scrutiny forward work programmes for the Committees to be aware of progress. This has now been integrated into the quarterly performance monitoring process.

3. Current situation / proposal

- 3.1 The Q3 performance dashboard (**Appendix 1**) provides judgements on progress on our commitments and outlines key activities and achievements in Q3, and next steps where appropriate. It also provides Q3 values and supporting comments for the PIs. The simple scale used to score performance is set out in our Performance Management Framework and summarised in the Table 1 below.

3.2 Summary of progress on Corporate Commitments

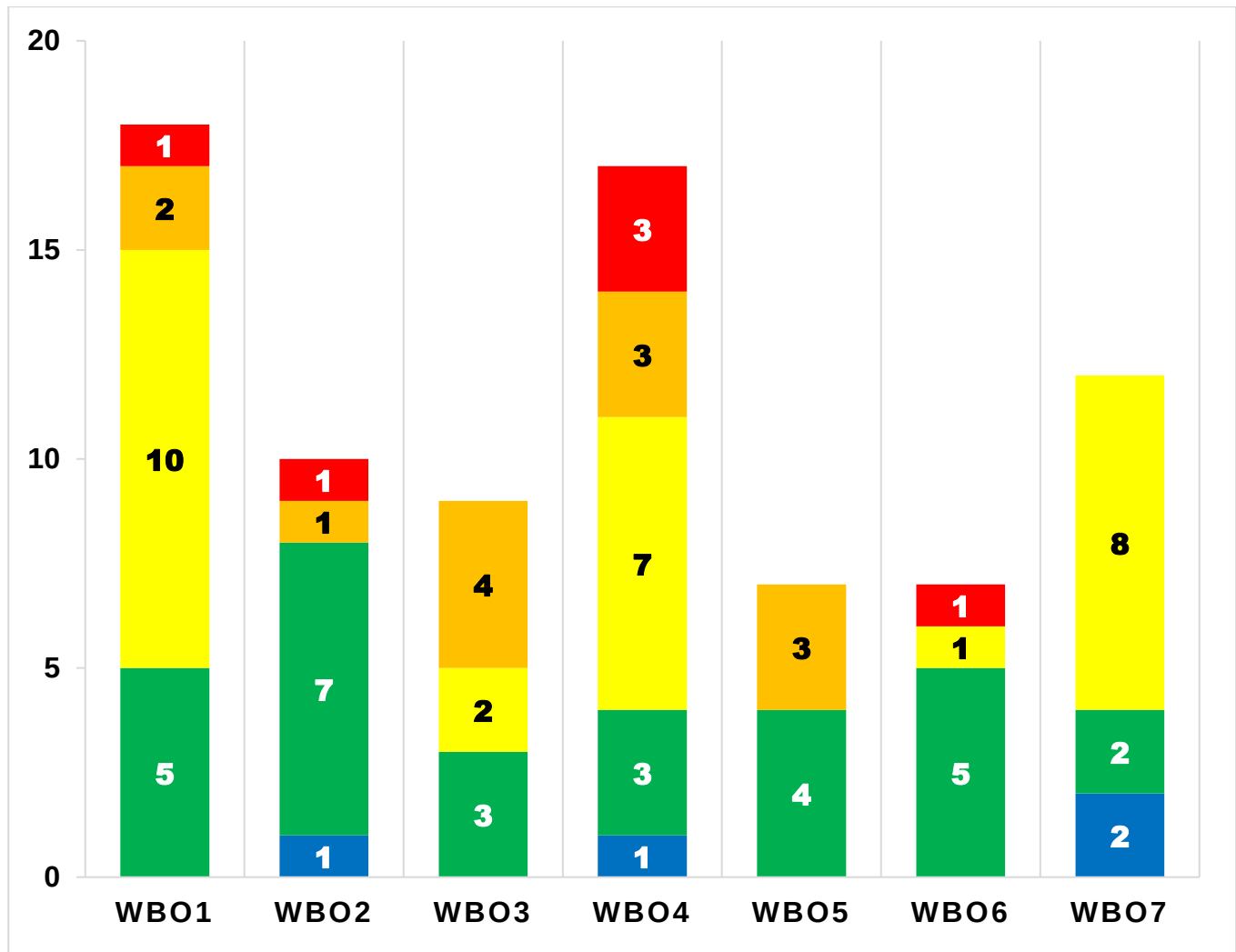
The CPDP 2024-25 contains 80 Commitments to measure performance against the Corporate Plan. Table 1 shows the performance judgements for these commitments at Q3 2024-25 and comparison with the previous quarter (PQ), with Chart 1 on the next page breaking this down further to show performance for each of the wellbeing objectives.

Table 1

Status	Meaning of this status	Performance			
		PQ (Q2)		Current (Q3)	
		Number	%	Number	%
COMPLETE (BLUE)	Project is completed	2	2.5%	4	5%
EXCELLENT (GREEN)	As planned (within timescales, on budget, achieving outcomes)	19	23.75%	29	36.25%
GOOD (YELLOW)	Minor issues. One of the following applies - deadlines show slippage, project is going over budget or risk score increases	29	36.25%	28	35%
ADEQUATE (AMBER)	Issues. More than one of the following applies - deadlines show slippage, project is going over budget or risk score increases	25	31.25%	13	16.25%

UNSATISFACTORY (RED)	Significant issues – deadlines breached, project over budget, risk score up to critical or worse	5	6.25%	6	7.5%
	Total	80	100%	80	100%

Chart 1 - Overall Performance on Commitments by Wellbeing Objective (WBO)



3.3 Summary of Performance Indicators

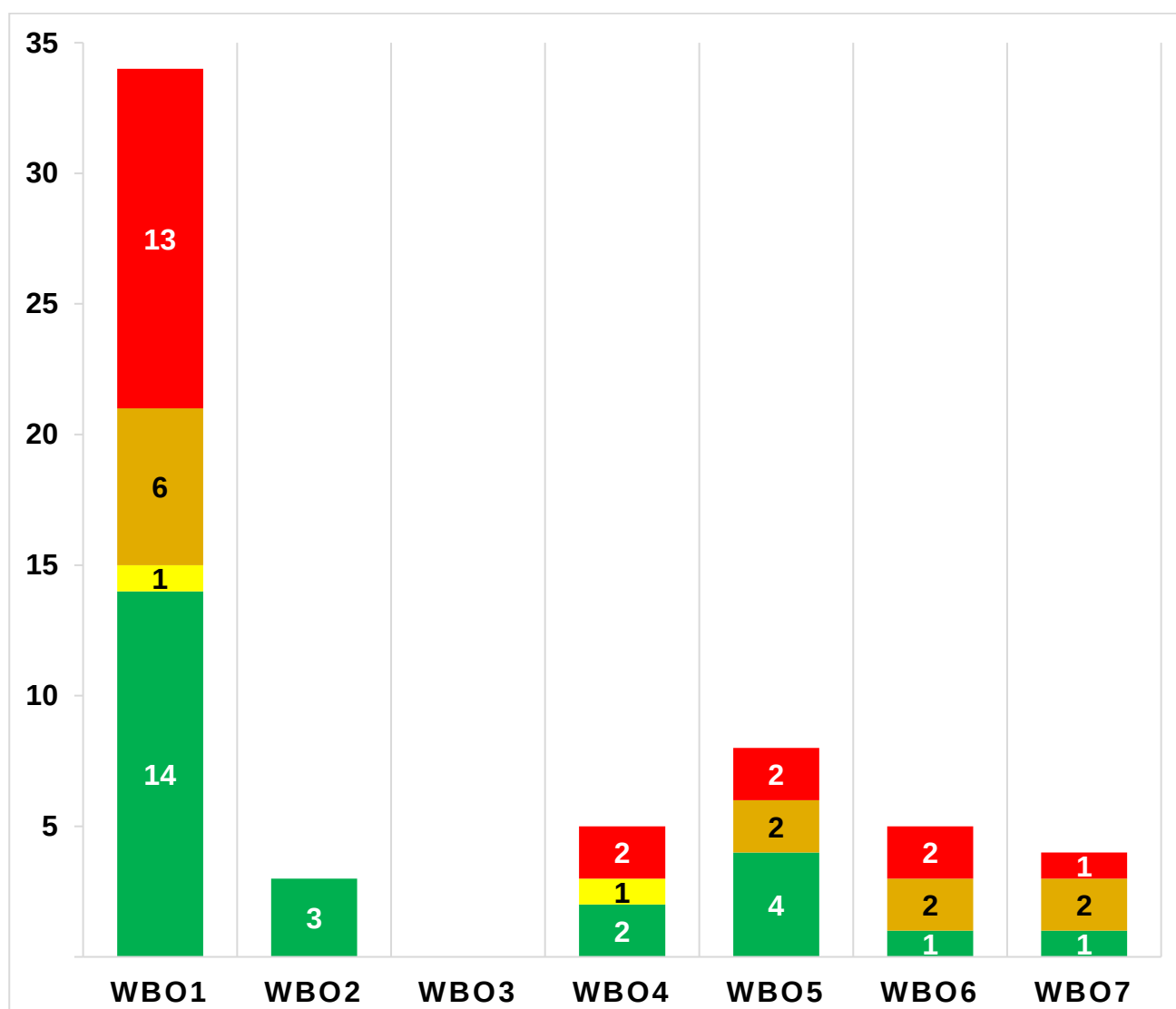
The CPDP 2024-25 contains 108 Performance Indicators to measure performance against the Corporate Plan. At Q3 we are able to evaluate performance on the quarterly PIs contained in the 2024-25 delivery plan, which is 60, the remaining 48 are annual and will be reported for the first time at Q4.

- 3.4 All 60 PIs have verified Q3 values. 59 could be compared against their target and awarded a RAYG status, with 1 of the indicators using 2024-25 to establish a baseline value to set a target going forward. Table 2 on the next page shows overall performance for PIs at Q3 and a comparison with the previous quarter, and Chart 2, performance for each wellbeing objective.

Table 2

Status	Meaning of this status	Performance			
		PQ (Q2)		Current (Q3)	
		Number	%	Number	%
EXCELLENT (GREEN)	On target <u>and</u> improved or is at maximum	23	38.98%	25	42.37%
GOOD (YELLOW)	On target	5	8.47%	2	3.39%
ADEQUATE (AMBER)	Off target (within 10% of target)	9	15.25%	12	20.34%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	22	37.30%	20	33.90%
	Total	59	100%	59	100%

Chart 2 - Overall Performance on Performance Indicators by Wellbeing Objective

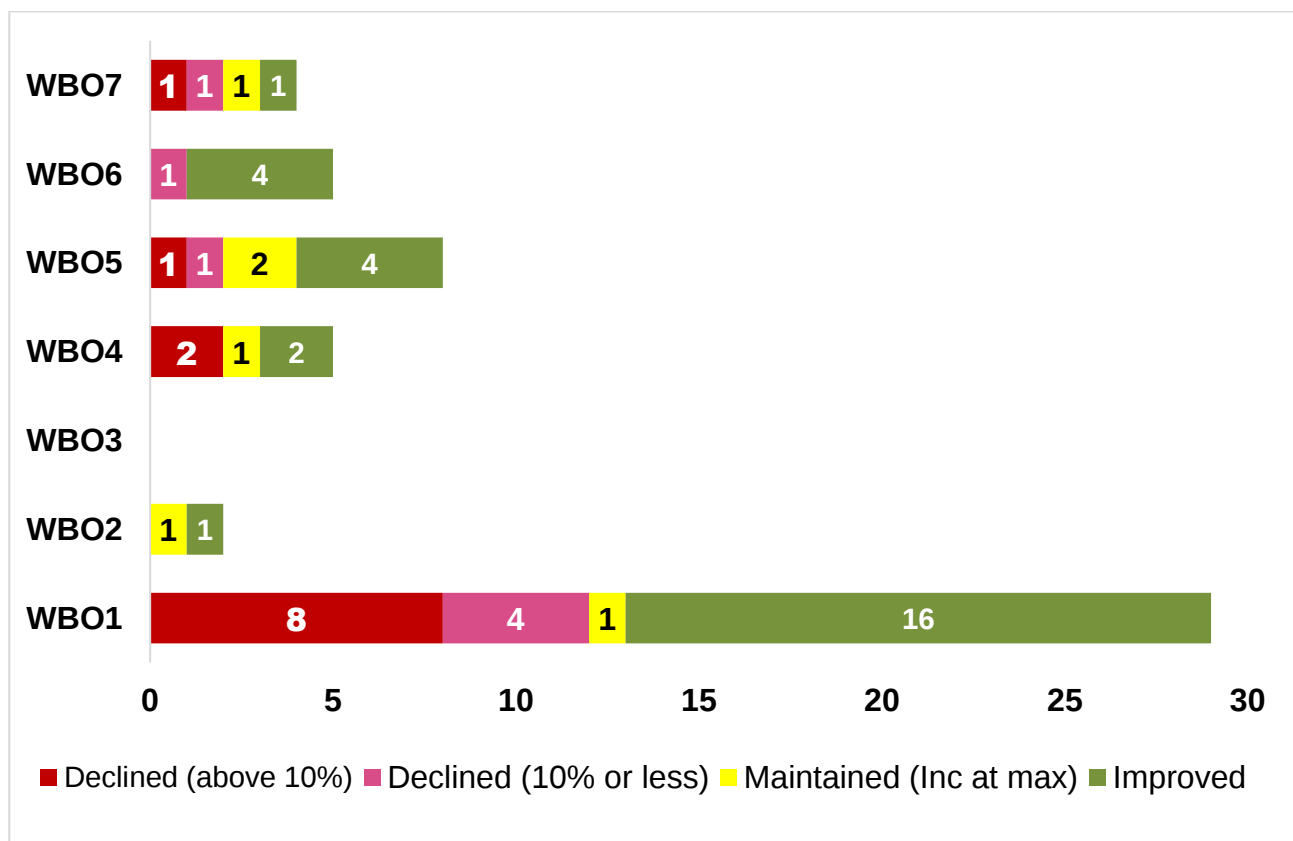


3.5 Trend data allows us to compare our Q3 values with the same period last year (Q3 2023-24). Comparable data for Q3 is available for 53 of the 60 quarterly PIs. Of the remaining 7, 5 indicators do not have comparable verified data for last year because they are new (4) or data was not collected at Q3 last year (1), and 2 PIs are “trend not applicable” due the way the targets are profiled. Trend analysis for Q3 performance is set out in Table 3 with comparison to the previous quarter, and Chart 3 shows the trend analysis for each wellbeing objective.

Table 3

Performance Indicators Trend Definition		Trend			
		PQ (Q2)		Current (Q3)	
		Number	%	Number	%
↑	Performance has improved	28	53.85%	28	52.83%
↔	Performance maintained (includes those at maximum)	5	9.61%	6	11.32%
↙	Declined performance (by less than 10%)	9	17.31%	7	13.21%
↓	Declined performance (by 10% or more)	10	19.23%	12	22.64%
	Total	52	100%	53	100%

Chart 3 – Performance Indicator Trend by Wellbeing Objective



Measuring Performance against our Ways of Working

- 3.6 This is the second year of developing indicators / commitments to demonstrate how the Council is performing against the five ways of working in the new Corporate Plan. This remains a work in progress with more work needed. In the 2024-25 CPDP there are 9 ways of working PIs which are not included within the wellbeing objectives. 7 of these indicators have verified values at Q3, with 1 indicator marked “n/a” as it has no target, and 1 annual indicator which will be reported at Q4. Of the 7, 6 could be compared against a target and awarded a RAYG status. This is shown in Table 4 below.

Table 4

Status	Meaning of this status	Performance			
		PQ (Q2)		Current (Q3)	
		Number	%	Number	%
EXCELLENT (GREEN)	On target <u>and</u> improved or is at maximum	2	33.33%	2	33.33%
GOOD (YELLOW)	On target	-	-	1	16.67%
ADEQUATE (AMBER)	Off target (within 10% of target)	2	33.33%	1	16.67%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	2	33.33%	2	33.33%
	Total	6	100%	6	100%

- 3.7 Trend data is available for 6 of 9 indicators, comparing Q3 performance with the same period last year. 2 of the indicators are “trend not applicable” due the way the targets are profiled, and 1 annual indicator. Trend analysis is set out in Table 5.

Table 5

Performance Indicators Trend Definition		Trend			
		PQ (Q2)		Current (Q3)	
		Number	%	Number	%
	Performance has improved	1	16.67%	1	16.67%
	Performance maintained (includes those at maximum)	2	33.33%	2	33.33%
	Declined performance (by less than 10%)	2	33.33%	1	16.67%
	Declined performance (by 10% or more)	1	16.67%	2	33.33%
	Total	6	100%	6	100%

Summary of Sickness Absence

- 3.8 There is no target for sickness absence, though the focus continues to be on trying to reduce sickness across the organisation. Staff wellbeing measures are in place and sickness continues to be closely monitored.
- 3.9 At Q3 cumulative days lost per full time equivalent (FTE) employee is 10.12 days, worse than the 8.77 days for Q3 2023-24, and a 15.39% increase in absence levels. This worsening trend is mirrored within the directorate data for all directorates and schools. The proportion of days lost that are classified at short-term absences (7 days or less) has decreased slightly from 26% in Q3 2023-24 to 23% in Q3 2024-25. The most common reason for absence remains as Stress/Anxiety/Depression (not work related).

Summary of Performance against Regulator Recommendations

- 3.10 Updates on current open Regulator Reports/Audits are collected as part of the corporate quarterly performance data collection. The Regulatory Tracker updated for Q3 2024-25 is included as **Appendix 2**. Summary of current reports and their BRAYG status judgements is provided in Table 6. A more detailed analysis will be provided in a report to Governance and Audit Committee in April 2025.

Table 6

Audit/Inspection	Recommendations					
	Total	Blue	Green	Yellow	Amber	Red
Audit Wales, Review of Arrangements to Become a 'Digital Council'	3	2	-	-	1	-
Care Inspectorate Wales (CIW) Performance Evaluation Inspection of Children's Services	21	16	-	2	2	1
Transformational Leadership Programme Board, Baseline Governance Review Cwm Taf Morgannwg Regional Partnership Board	7	3	1	-	3	-
Audit Wales, Springing Forward, Strategic Workforce Management	3	1	1	1	-	-
CIW Improvement Check Visit to Children's Social Care Services	10	3	2	4	1	-
CIW Inspection Report on Foster Wales Bridgend	20	9	3	3	5	-
Audit Wales, Use of Service User Perspective and Outcomes	3	1	1	-	1	-
Audit Wales, Digital Strategy Review	3	-	3	-	-	-
Audit Wales, Financial Sustainability Review	2	-	-	-	2	-
Audit Wales, Review of Decision-Making Arrangements	5	2	-	3	-	-
Audit Wales, Setting of Well-being Objectives	3	-	3	-	-	-

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 assists 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 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 2024-25 have been developed to help 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 3 for the 2024-25 financial year.

Background documents

None