

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	24 JULY 2025
Report Title:	QUARTER 4/YEAR-END 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 4/Year-end 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 4 (Q4)/ year-end of 2024-25. This is the second year of the 5-year Corporate Plan 2023-28 and the third and final performance report on the 2024-25 Corporate Plan Delivery Plan (CPDP). This report also contains analysis of performance against current regulator recommendations at Q4.

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 the summer of 2024, the Corporate Plan PI targets and rationales were approved by Corporate Management Board (CMB) and provided to the Corporate Overview and 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 the 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 the 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 the 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 year-end performance dashboard (**Appendix 1**) provides judgements on progress against the CPDP 2024-25 for our commitments and outlines key activities and achievements in the year, and next steps where appropriate. It also provides verified annual 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 Year-end /Q4 2024-25 and comparison with the previous quarter (PQ), with Chart 1 breaking this down further to show performance for each of the wellbeing objectives.

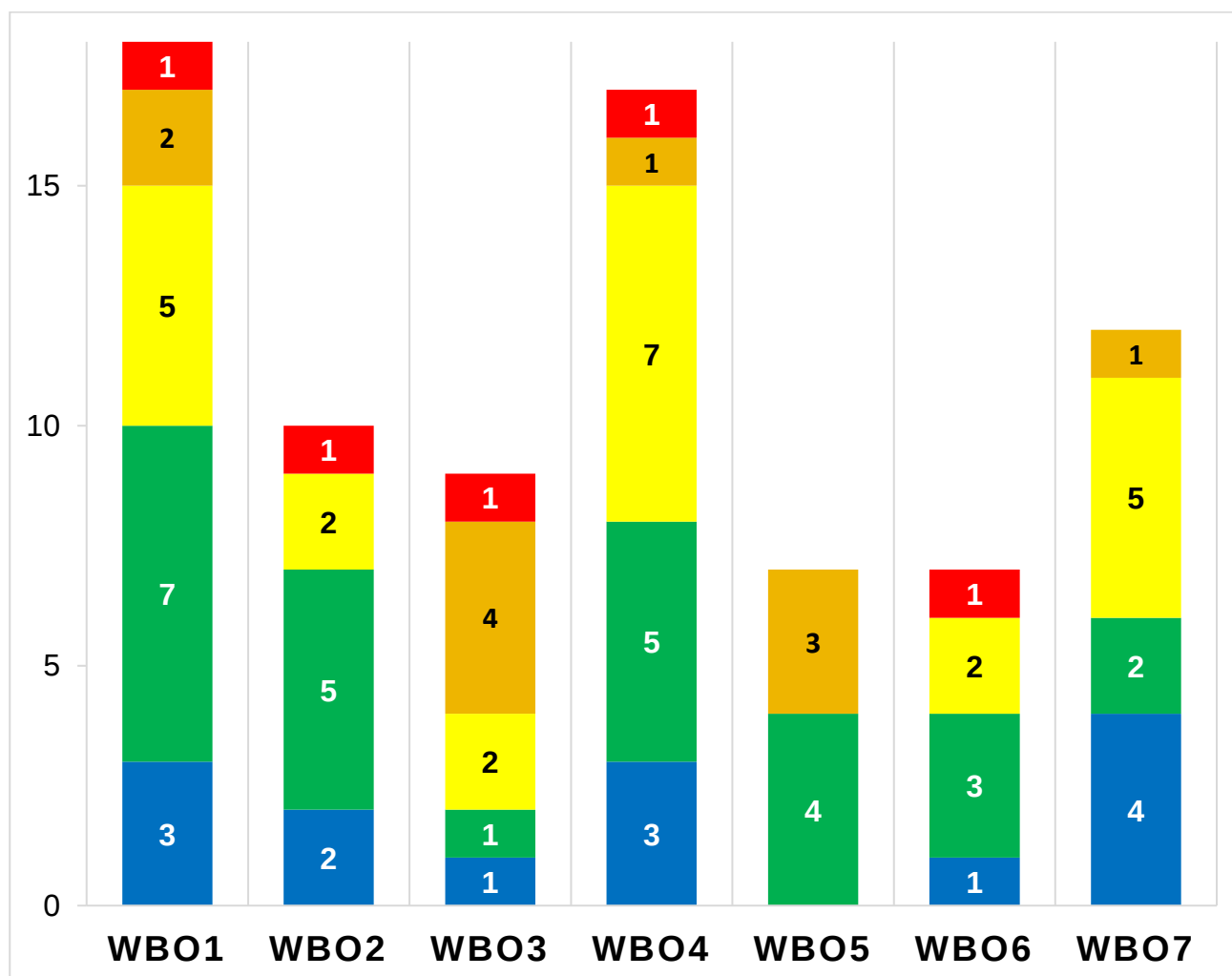
Table 1

Status	Meaning of this status	Performance			
		PQ (Q3)		Current (Q4)	
		Number	%	Number	%
COMPLETE (BLUE)	Project is completed	4	5%	14	17.5%
EXCELLENT (GREEN)	As planned (within timescales, on budget, achieving outcomes)	29	36.25%	27	33.75%
GOOD (YELLOW)	Minor issues. One of the following applies: deadlines show slippage, project is going over budget, risk score increases	28	35%	23	28.75%
ADEQUATE (AMBER)	Issues. More than one of the following applies: deadlines show	13	16.25%	11	13.75%

APPENDIX A

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

Chart 1 - Overall Performance on Commitments by Wellbeing Objective



3.3 Summary of Performance Indicators

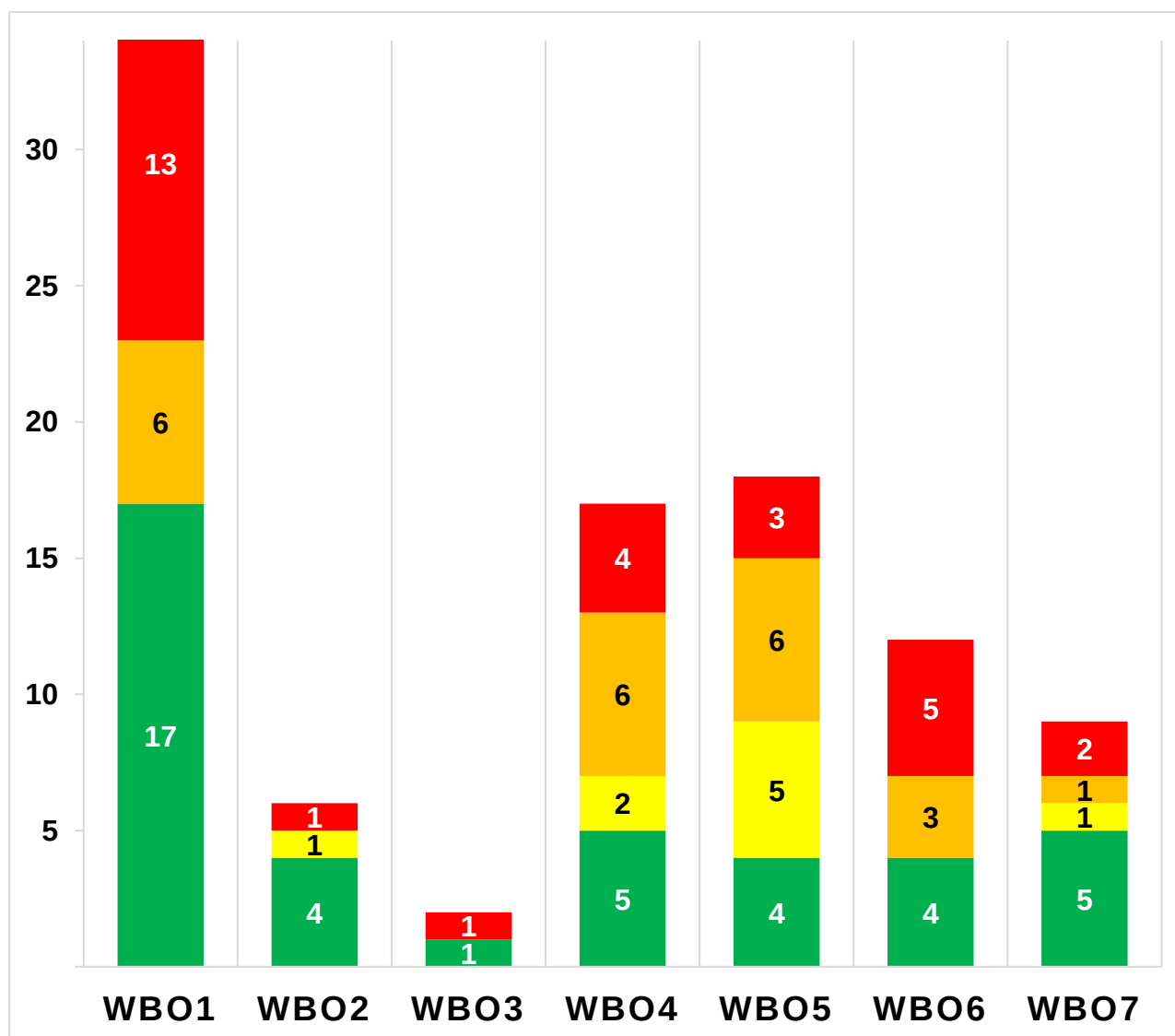
The CPDP 2024-25 contains 108 Performance Indicators to measure performance against the Corporate Plan. At year-end (Q4) we can evaluate performance on the full PI data set, 60 quarterly indicators, and 48 annual indicators which are included for the first time.

- 3.4 100 of the 108 PIs have verified annual values and could be compared against their target to award a RAYG (Red, Amber, Yellow, Green) status. Table 2 on the next page shows overall performance for PIs at year-end (Q4) and a comparison with the previous quarter, and Chart 2 shows performance for each wellbeing objective.

Table 2

Status	Meaning of this status	Performance			
		PQ (Q3)		Current (Q4)	
		Number	%	Number	%
EXCELLENT (GREEN)	On target <u>and</u> improved or is at maximum	25	42.37%	40	40%
GOOD (YELLOW)	On target	2	3.39%	9	9%
ADEQUATE (AMBER)	Off target (within 10% of target)	12	20.34%	22	22%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	20	33.90%	29	29%
	Total	59	100%	100	100%

Chart 2 - Overall Performance on Performance Indicators by Wellbeing Objective



3.5 Verified data could not be provided for the eight indicators detailed below with explanations provided by the Service.

PI Ref, Type & Aim	PI Description	Service Comments
CED29a) CP WBO2.5	The proportion of staff reporting through survey that they agree or strongly agree with the statement: a) I feel every department is working towards the same common goal	Performance: Survey was not run in 2024-25 as planned. The response rate to the 2023-24 staff survey was disappointingly low with 707 responses (23% of staff) which represented a 19% decrease in staff participation compared with the previous year. In addition, many aspects of the responses were ambiguous and difficult to interpret. There was a high level of neutral responses and limited qualitative feedback making analysis of the results difficult. We therefore ran two focus groups with a cross section of staff to gain more insight. Staff raised a number of issues that created barriers to participation in the survey, including lack of digital access for some staff, duration of the survey, time of year the survey ran (February), as well as a range of issues they wanted addressed including clearer priorities and more direct communication from Corporate Management Board (CMB). CMB and Cabinet reflected on the feedback and a range of changes were initiated in response to staff concerns, including the decision to change to a biannual staff survey supported by surveys tailored to a number of staff groups (primarily frontline staff) who either could not participate digitally or would benefit from a more streamlined survey which will run at different times of the year. In addition, the 7 wellbeing objectives in the corporate plan were streamlined to make communication more straightforward and some new communication channels were introduced to establish a clearer voice and connection with CMB (the Chief Executive's quarterly message, the Managers' Briefing Note and the Managers' Forum).
CED29b) CP WBO2.5	b) I am satisfied with BCBC as an employer	
CED29c) CP WBO2.5	c) Working here makes me want to perform to the best of my ability	
CED29d) CP WBO2.5	d) I feel that BCBC values its employees' ideas and opinions	
CED29e) CP WBO2.5	e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues?	
CED49a) CP WBO2.5	Percentage of staff reporting through survey that they agree or strongly agree with the statement: a) I feel supported to manage my personal wellbeing whilst in work	
CED49b) CP WBO2.5	b) The council is dedicated to taking positive action to support employees achieve a positive sense of wellbeing in their working lives.	
CED50 CP WBO2.5	Number of sign up of new subscribers to the staff extranet	Performance: Unfortunately, we are unable to progress with this project due to the proof of concept not meeting the necessary threshold, therefore we need to consider an alternative solution.

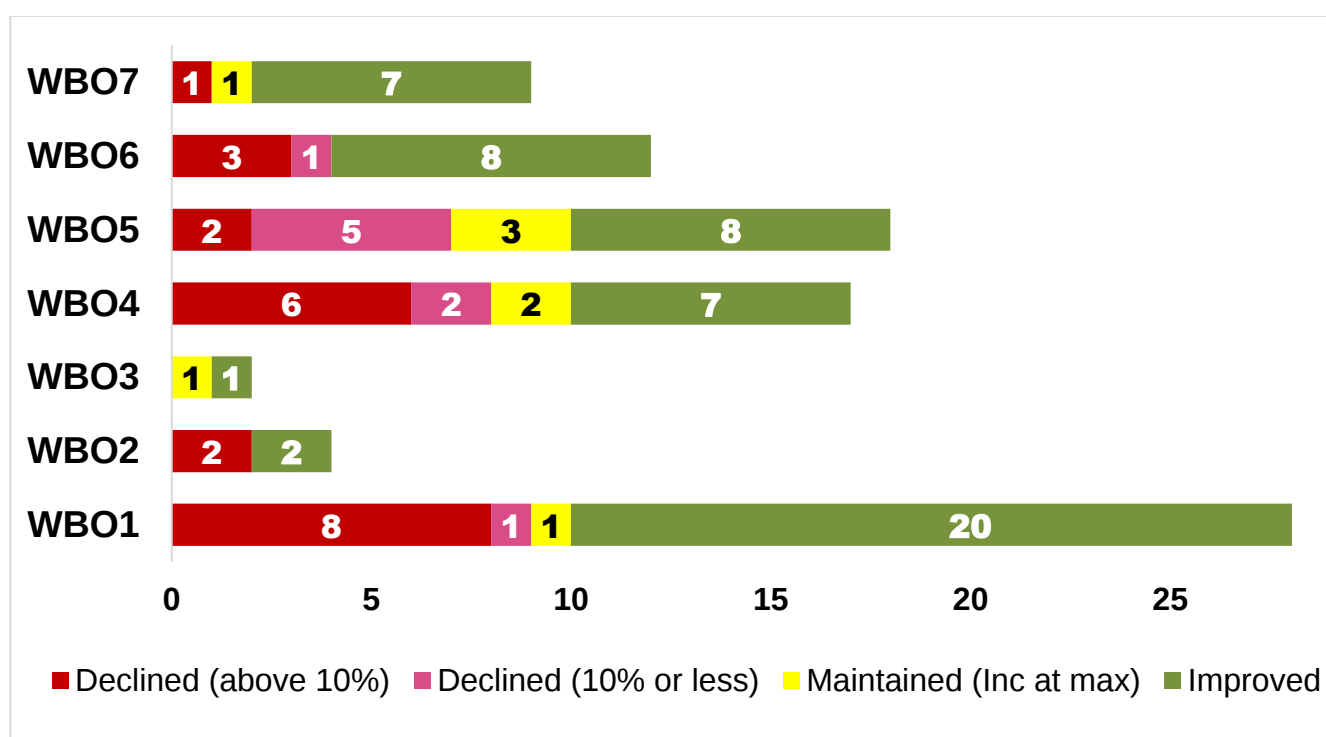
3.6 Trend data allows us to compare our 2024-25 annual values with the same period last year (2023-24 annual values). Comparable annual data is available for 92 PIs. Of the remaining 16, 8 indicators are "Data not available" as explained in paragraph 3.5, 6 indicators do not have comparable verified data for last year because they are new (5) or data was not collected last year (1), and 2 PIs are "Trend not applicable" due the way their targets are profiled. Overall trend analysis 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 (Q)		Current (Q4)	
		Number	%	Number	%
↑	Performance has improved	28	52.83%	53	57.6%
↔	Performance maintained (includes those at maximum)	6	11.32%	8	8.7%
↘	Declined performance (by less than 10%)	7	13.21%	9	9.8%
↓	Declined performance (by 10% or more)	12	22.64%	22	23.9%
	Total	53	100%	92	100%

Chart 3 – Performance Indicator Trend by Wellbeing Objective



Measuring Performance against our Ways of Working

- 3.7 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. For 2025-26 these have been integrated into the 4 wellbeing objectives. In the 2024-25 CPDP there are 9 ways of working PIs not included within the wellbeing objectives. All 9 have verified annual values, of which, 7 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 (Q3)		Current (Q4)	
		Number	%	Number	%
EXCELLENT (GREEN)	On target <u>and</u> improved or is at maximum	2	33.33%	3	42.9%
GOOD (YELLOW)	On target	1	16.67%	0	-
ADEQUATE (AMBER)	Off target (within 10% of target)	1	16.67%	1	14.2%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	2	33.33%	3	42.9%
	Total	6	100%	7	100%

- 3.8 Trend data is also available for 7 of the 9 indicators, comparing 2024-25 annual performance with the same period last year (2023-24 annual values). 2 of the indicators are “trend not applicable” due the way the targets are profiled. Trend analysis is set out in Table 5.

Table 5

Performance Indicators Trend Definition		Trend			
		PQ (Q3)		Current (Q4)	
		Number	%	Number	%
	Performance has improved	1	16.67%	3	42.8%
	Performance maintained (includes those at maximum)	2	33.33%	2	28.6%
	Declined performance (by less than 10%)	1	16.67%	1	14.3%
	Declined performance (by 10% or more)	2	33.33%	1	14.3%
	Total	6	100%	7	100%

Summary of Sickness Absence

- 3.9 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.
- 3.10 The cumulative days lost per full time equivalent (FTE) employee for 2024-25 is 13.76 days, an 11.2% increase on the 12.37 days for 2023-24. This worsening trend is mirrored within the directorate and schools’ data with the exception of Education, Early Years and Young People Directorate. The proportion of days lost that are classified as short-term absences (7 days or less) has decreased slightly from 26% in 2023-24 to 24% in 2024-25. The most common reason for absence remains as Stress/Anxiety/Depression (not work related).

Summary of Performance against Regulator Recommendations

- 3.11 Updates on current open Regulator Reports/Audits are collected as part of the corporate quarterly performance data collection. The Regulatory Tracker updated for Q4 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 the Governance and Audit Committee in October 2025.

Table 6

Audit/Inspection	Recommendations					
	Total	Blue	Green	Yellow	Amber	Red
Care Inspectorate Wales (CIW) inspection of Sunny Bank (February 2025)	1	-	-	-	1	-
CIW Inspection Report on Ty Ynysawdre (Residential) (January 2025)	1	-	-	1	-	-
Audit Wales (AW), Setting of Well-being Objectives	3	1	2	-	-	-
AW, Review of Decision-Making Arrangements	5	5	-	-	-	-
CIW Inspection of Golygfa'r Dolydd (September 2024)	5	-	4	-	1	-
AW, Financial Sustainability Review	2	2	-	-	-	-
CIW Inspection of Harwood (June 2024)	2	-	2	-	-	-
AW, Digital Strategy Review	3	1	2	-	-	-
CIW Inspection Report on Foster Wales Bridgend	20	17	1	2	-	-
AW, Use of Service User Perspective and Outcomes	3	2	-	-	1	-
CIW Improvement Check Visit to Children's Social Care Services	10	7	-	2	1	-
AW, Springing Forward, Strategic Workforce Management	3	2	-	1	-	-
Transformational Leadership Programme Board, Baseline Governance Review Cwm Taf Morgannwg Regional Partnership Board	7	3	1	1	2	-
CIW Performance Evaluation Inspection of Children's Services	21	19	1	-	-	1
AW, Review of Arrangements to Become a 'Digital Council'	3	2	-	-	1	-
Total	89	61	13	7	7	1

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 is 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 and Nature Implications

6.1 There are no specific implications of this report on climate change or nature. 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 4 for the year 2024-25.

Background documents

None