

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	16 MARCH 2026
Report Title:	CORPORATE PERFORMANCE QUARTER 3 2025-26
Report Owner: Responsible Chief Officer / Cabinet Member	CORPORATE DIRECTOR – FINANCE AND TRANSFORMATION CABINET MEMBER FOR FINANCE & PERFORMANCE
Responsible Officer:	KATE PASK 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 2025-26. • analysis of performance on the commitments and performance indicators in the Corporate Plan Delivery Plan (CPDP) 2025-26. • 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 2025-26. This is the third year of the 5-year Corporate Plan 2023-28 and the second monitoring report on the 2025-26 Corporate Plan Delivery Plan (CPDP). This report also contains analysis of performance against regulator recommendations.

2. Background

- 2.1 On 1 March 2023 Council agreed the Corporate Plan 2023-28. In April 2025 Council agreed the Corporate Plan Delivery Plan 2025-26 which set out aims, commitments, and performance indicators to help measure the Council's progress on its priorities. The new delivery plan is more focussed than in the previous two years following a robust review, aligning with the current corporate priorities and resources. The key changes made were:
- Wellbeing Objectives (WBOs) were reduced from seven to four with some merged / subsumed into others. The four that remain focus on –
 - A prosperous place with thriving communities
 - Creating modern, seamless public services
 - Enabling people to meet their potential
 - Supporting our most vulnerable
 - Aims reduced from 41 to 21.

- Performance Indicators (PIs) (that measure the ‘business as usual’) reduced from 108 to 65.
- The Ways of Working measures, previously a standalone part of the Corporate Plan, have now been integrated into the WBOs.
- Commitments (that measure our initiatives or projects) reduced from 80 to 61.

2.2 Each Directorate produced a business plan, adding milestones against each commitment. These plans can be viewed via the staff intranet.

2.3 Data quality and accuracy templates have been completed for each PI to clearly define what the PI is measuring and scope of data included/excluded, calculation/verification methods, and responsible officers.

2.4 As part of the Performance Management Framework, monitoring of the CPDP is carried out quarterly through four directorate performance dashboards which are scrutinised by Directorate Management Teams. A single performance dashboard is reported quarterly to both Cabinet and Corporate Management Team (CCMT) and Corporate Overview and Scrutiny Committee (COSC) at quarters 2, 3 and 4 to help them scrutinise progress.

2.5 The regulatory tracker, established in 2023 has been integrated into the quarterly performance monitoring process.

3. Current situation / proposal

3.1 The Q3 performance dashboard (**Appendix 1**) provides BRAYG (Blue, Red, Amber, Yellow, Green) judgements on progress against the CPDP 2025-26 for our 61 commitments and outlines key activities and achievements during Q3, and next steps where appropriate. It also provides verified Q3 values where available and supporting comments for the 65 PIs. The simple scale used to score performance is set out in our Performance Management Framework and summarised in Tables 1 and 2 below.

3.2 Summary of progress on Corporate Commitments

Table 1 shows the performance judgements for the 61 commitments at Q3 2025-26, with Chart 1 on the next page breaking this down further to show performance for each WBO.

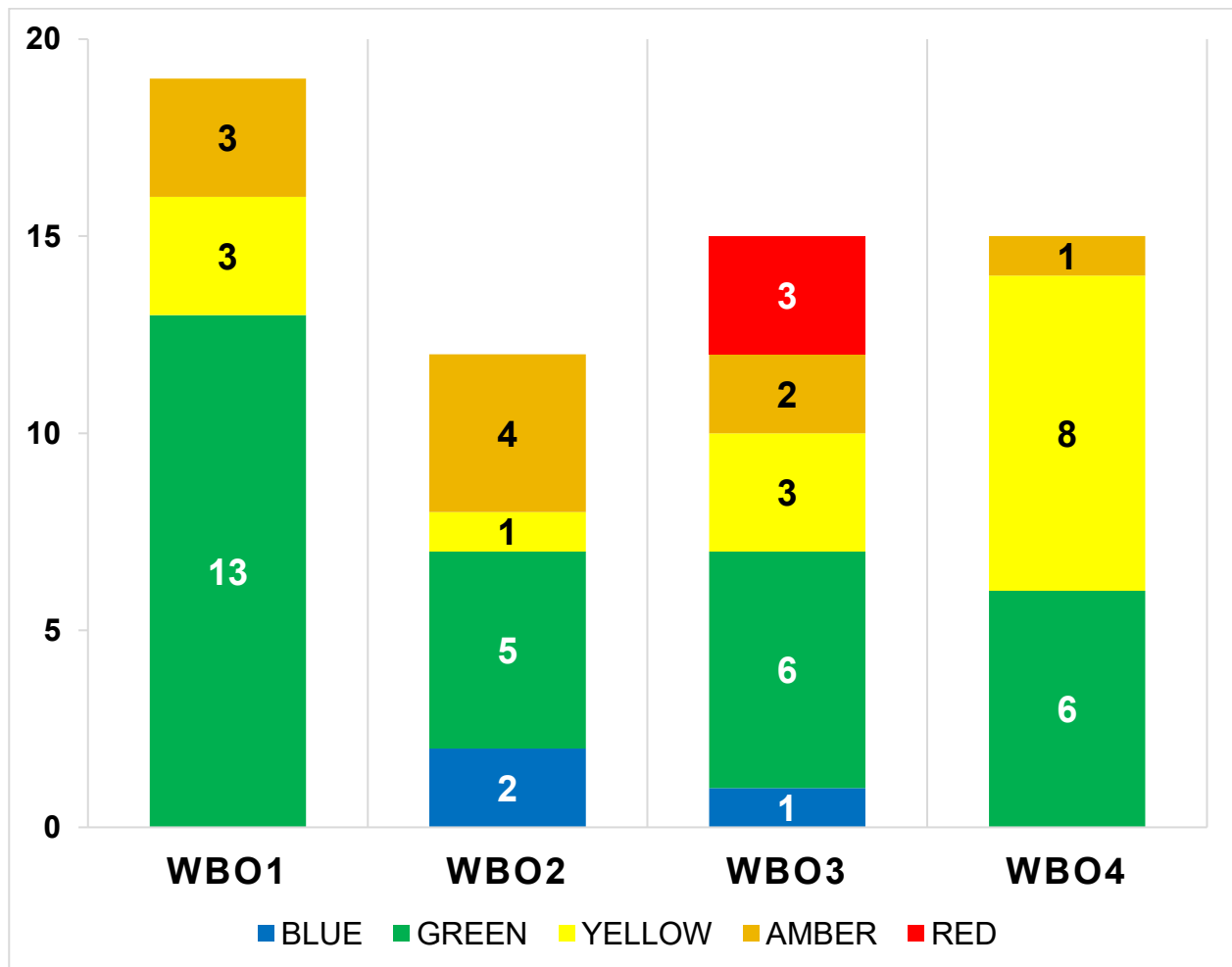
Table 1

Status	Meaning of this status	Performance at Q2		Performance at Q3	
		Number	%	Number	%
COMPLETE (BLUE)	Project is completed	0	-	3	4.92
EXCELLENT (GREEN)	As planned (within timescales, on budget, achieving outcomes)	23	37.70%	30	49.18
GOOD (YELLOW)	Minor issues. One of the following applies - deadlines show slippage, project is going over budget or risk score increases	19	31.15%	15	24.59
ADEQUATE (AMBER)	Issues. More than one of the following applies - deadlines	14	22.95%	10	16.39

APPENDIX A

	show slippage, project is going over budget or risk score increases				
UNSATISFACTORY (RED)	Significant issues – deadlines breached, project over budget, risk score up to critical or worse	5	8.20%	3	4.92
	Total	61	100%	61	100%

Chart 1 - Overall Performance on Commitments by Wellbeing Objective



3.3 Summary of Performance Indicators

At Q3 we can evaluate performance on 36 quarterly PIs, the remaining 29 are annual and will be reported at Q4 only.

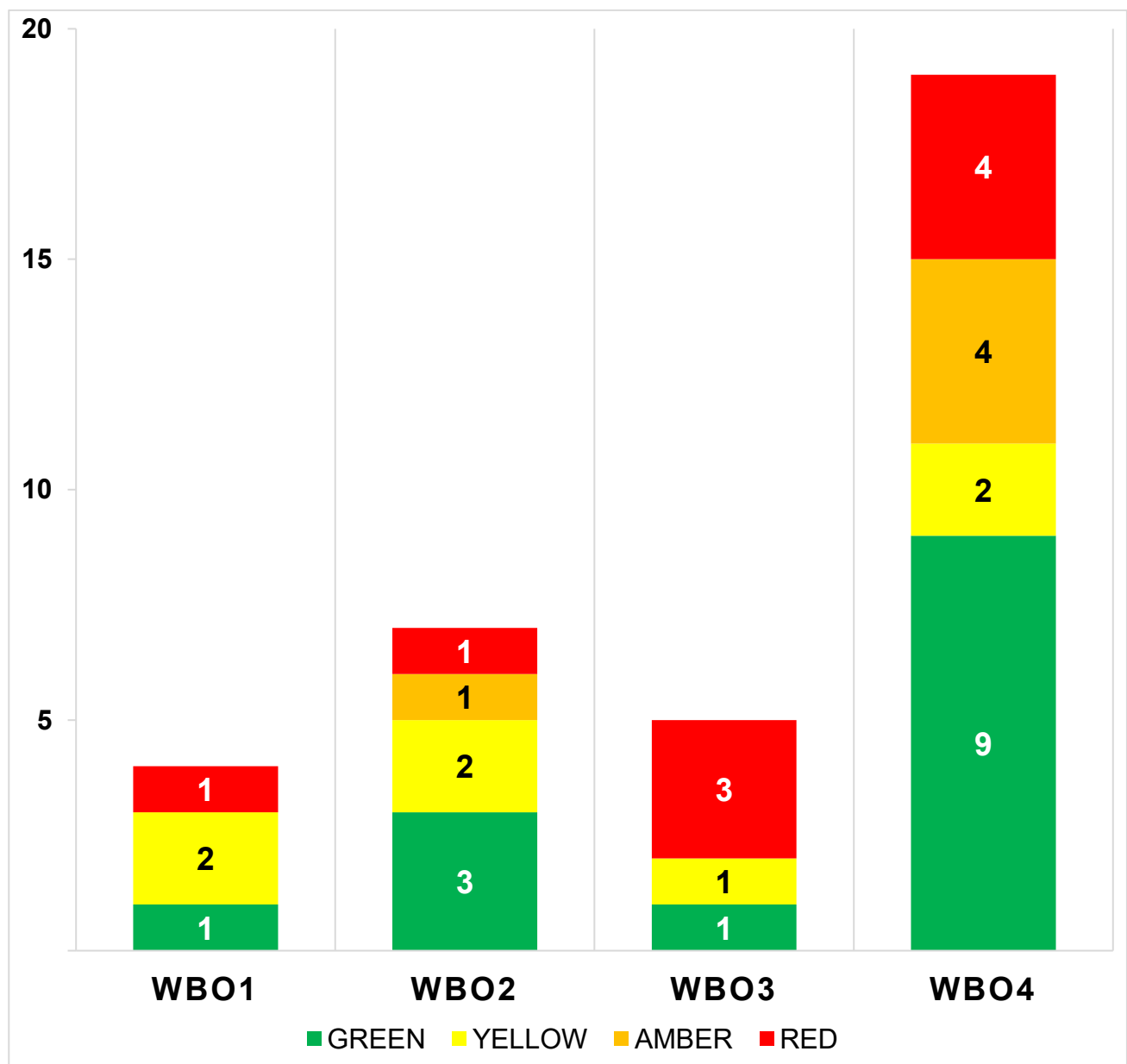
3.4 All of the 36 quarterly PIs have verified Q3 values, however only 35 could be compared against their target to award a RAYG (Red, Amber, Yellow, Green) status. One PI has not been provided with a target for 2025-26 and the data is monitoring trend progress only. Further details of this PI (sickness absence) are provided in paragraphs 3.7 and 3.8.

3.5 Table 2 below shows overall performance for PIs at Q3, and Chart 2 on the next page shows performance for each WBO.

Table 2

Status	Meaning of this status	Performance at Q2		Performance Q3	
		Number	%	Number	%
EXCELLENT (GREEN)	On target <u>and</u> improved or is at maximum	19	54.3%	14	40%
GOOD (YELLOW)	On target	4	11.4%	7	20%
ADEQUATE (AMBER)	Off target (within 10% of target)	4	11.4%	5	14.29%
UNSATISFACTORY (RED)	Off target (target missed by 10%+)	8	22.9%	9	25.71%
	Total	35	100%	35	100%

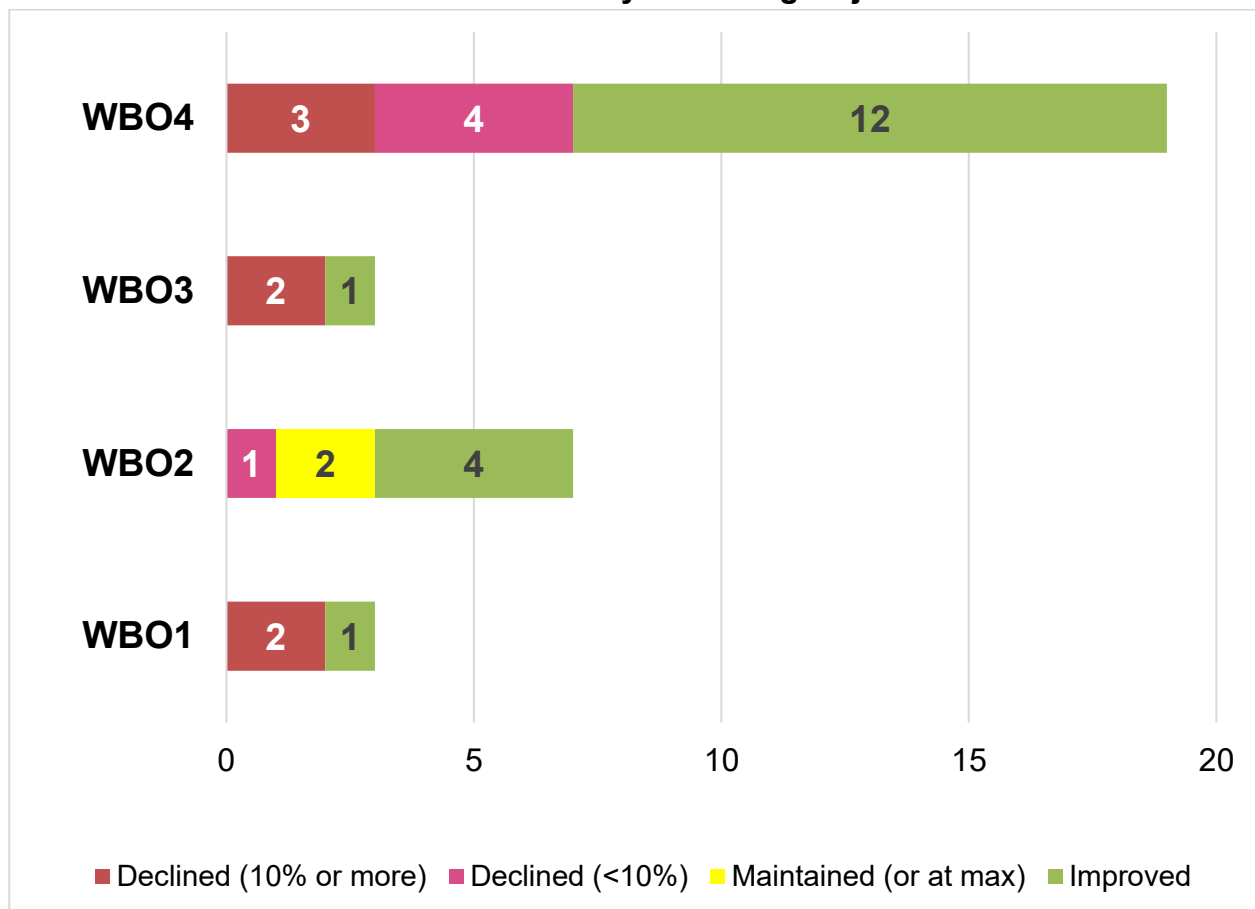
Chart 2 - Overall Performance on Performance Indicators by Wellbeing Objective



3.6 Trend data allows us to compare our Q3 values with the same period last year (Q3 2024-25). Comparable data for Q3 is available for 32 of the 36 quarterly PIs. Of the remaining four, two indicators do not have comparable verified data for Q3 last year because they are new, and two PIs are “trend not applicable” due to the way the targets are profiled. Trend analysis for Q3 performance is set out in Table 3 below, and Chart 3 on the next page, the trend analysis for each WBO.

Table 3

Performance Indicators Trend Definition		Trend at Q2		Trend at Q3	
		Number	%	Number	%
↑	Performance has improved	20	62.5%	18	56.25%
↔	Performance maintained (includes those at maximum)	3	9.375%	2	6.25%
↙	Declined performance (by less than 10%)	6	18.75%	5	15.6%
↓	Declined performance (by 10% or more)	3	9.375%	7	21.9%
Total		32	100%	32	100%

Chart 3 – Performance Indicator Trend by Wellbeing Objective

Summary of Sickness Absence Performance

- 3.7 There is no target set for sickness absence for 2025-26, 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.
- 3.8 The cumulative days lost per full time equivalent (FTE) employee at Q3 2025-26 is 9.82 days, a 2.96% decrease compared to the 10.12 days reported at Q3 last year. This demonstrates an improving trend that is mirrored within directorate and schools' data with the exception of the Chief Executive's Directorate and 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 23% in 2024-25 to 21% in 2025-26. The most common reason for absence continues to be Stress/Anxiety/Depression (not work related).

3.9 Summary of Performance against MTFS Savings Targets

At Q3 £6.468 million (77%) of the £8.379 million proposed budget reductions set out in the MTFS for 2025-26 have been achieved, with £7.473 million (89%) forecast as likely to be achieved by year end. A breakdown of the most significant budget reduction proposals unlikely to be achieved in full is included in **Appendix 1**, and additional financial information is provided in the Budget Monitoring 2025-26 Quarter 3 Revenue Forecast report presented to Cabinet on 3 February 2026.

3.10 Summary of Performance against Regulator Recommendations

Updates on current open Regulator Reports/Audits are collected as part of the corporate quarterly performance data collection. The Regulatory Tracker updated for Q3 2025-26 is included as **Appendix 2**. Summary of current reports and their BRAYG status judgements is provided in Table 4. A more detailed analysis will be provided to the Governance and Audit Committee in a report on 21 May 2026.

Table 4

Audit/Inspection	Recommendations					
	Total	Blue	Green	Yellow	Amber	Red
Audit Wales, Arrangements for Commissioning Services (June 2025)	3	-	-	3	-	-
Care Inspectorate Wales (CIW) Improvement Check Children's Social Care Services (June 2025)	16	2	8	4	2	-
CIW Inspection Report on Foster Wales Bridgend (June 2025)	5	-	-	5	-	-
Audit Wales, Setting of Well-being Objectives	3	2	1	-	-	-
CIW Inspection of Golygfa'r Dolydd (September 2024)	5	4	-	1	-	-
Audit Wales, Digital Strategy Review	3	1	-	-	2	-
CIW Improvement Check Visit to Children's Social Care Services (Nov 2022)	10	8	2	-	-	-
Transformational Leadership Programme Board, Baseline Governance Review CTM RPB	7	4	-	3	-	-
Audit Wales, Review of Arrangements to Become a 'Digital Council'	3	2	-	-	1	-
Total	55	23	11	16	5	0

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:-

- THRIVING - A prosperous place with thriving communities
- EMPOWERING - Supporting our most vulnerable
- ACHIEVING - Enabling people to meet their potential
- MODERNISING - Creating modern, seamless public services

- 5.2 The 5 ways of working set out in the Well-being of Future Generations (Wales) Act have also been considered in the development of the Council's wellbeing objectives. The ways of driving and measuring them is also contained in the Corporate Plan Delivery Plan 2025-26.

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 2025-26 have been developed to help assess the Council's performance in areas including climate change and nature.

7. Safeguarding and Corporate Parent Implications

- 7.1 There are no specific implications from this report on safeguarding or corporate parenting. However, some of the measures and projects included within the Corporate Plan 2023-28 and annual delivery plan for 2025-26 have been developed to help assess the Council's performance in areas including safeguarding and 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 2025-26.

Background documents

None