

Meeting of:	<b>Corporate Performance and Resources Scrutiny Committee</b>
Date of Meeting:	<b>Wednesday, 13 December 2023</b>
Relevant Scrutiny Committee:	All Scrutiny Committees and Cabinet
Report Title:	Annual Delivery Plan Monitoring Report: Quarter 2 Performance 2023/24.
Purpose of Report:	To present quarter 2 performance results for the period 1st April 2023 to 30th September 2023 in delivering our 2023/24 Annual Delivery Plan commitments as aligned to our Corporate Plan Well-being Objectives.
Report Owner:	Tom Bowring, Director of Corporate Resources
Responsible Officer:	Tom Bowring, Director of Corporate Resources
Elected Member and Officer Consultation:	The performance report applies to the whole authority. Quarterly performance reports covering the Corporate Plan Well-being Objectives will be considered by Directorate Management Teams, the Strategic Insight Board, Strategic Leadership Team, all Scrutiny Committees and Cabinet.
Policy Framework:	This is a matter for Executive decision by Cabinet.
<p>Executive Summary:</p> <ul style="list-style-type: none"> <li>• The performance report presents our progress at quarter 2 (1st April 2023 to 30th September 2023) towards achieving our Annual Delivery Plan (2023/24) commitments as aligned to our Corporate Plan Well-being Objectives.</li> <li>• Due to current capacity challenges within the Corporate Performance Team, the format for this quarter's (Q2) Annual Delivery Plan Monitoring Report has been revised temporarily, to enable us to continue to provide elected members with an overview of progress in delivering our Annual Delivery Plan commitments as aligned to the remit of each Scrutiny Committee.</li> <li>• The presentation appended at <b>Appendix A</b> provides a summary of progress against our Annual Delivery Plan commitments for 2023/24 as aligned to the remit of the Corporate Performance &amp; Resources Scrutiny Committee.</li> <li>• The report seeks elected members' consideration of Q2 performance results and the proposed remedial actions to address areas of identified underperformance. Upon consideration, the Scrutiny Committee is recommended to refer their views and any recommendations to Cabinet for their consideration.</li> </ul>	

## **Recommendations**

1. That Members consider Q2 performance results and progress towards achieving the Annual Delivery Plan 2023/24 commitments as aligned to our Corporate Plan Well-being Objectives within the remit of the Committee.
2. That Members consider the remedial actions to be taken to address areas of underperformance and to tackle the key challenges identified within the remit of the Committee, with their views and recommendations referred thereafter to Cabinet for their consideration and approval.

## **Reasons for Recommendations**

1. To ensure the Council clearly demonstrates the progress being made towards achieving its commitments in the Annual Delivery Plan 2023/24 aimed at making a positive difference to the lives of Vale of Glamorgan citizens.
2. To ensure the Council is effectively assessing its performance in line with the requirement to meet our performance requirements as outlined in the Local Government & Elections (Wales) Act 2021 and reflecting the requirement of the Well-being of Future Generations (Wales) Act 2015 that it maximises its contribution to achieving the well-being goals for Wales.

## **1. Background**

- 1.1 The Council's Performance Management Framework is the mechanism through which our key priorities and targets are monitored and realised in order to secure continuous improvement and meet our performance requirements.
- 1.2 As part of the review of its Performance Management Framework, the Council has adopted a Corporate Plan (2020-25) which reflects the requirements of the Well-being of Future Generations (Wales) Act 2015 and identifies 4 Well-being Objectives for the Council. We have also refined our performance reporting and monitoring approach to enable us to meet our new duties under the Local Government & Elections (Wales) Act which came into effect from 1st April 2021.
- 1.3 Our performance framework is aligned to our Corporate Plan to enable us to track our progress on well-being objectives (keep our performance under review) and demonstrate how the steps we intend to take will contribute to achieving multiple well-being objectives and in turn the national goals.
- 1.4 In line with these performance arrangements, Cabinet and Scrutiny Members will consider a high-level overview of performance in a presentation report format. The report is aligned to the remit of the Committee and reports progress against all four Well-being Objectives enabling members to look at the achievement of the Corporate Plan holistically. The report also highlights areas of improvement that may require greater scrutiny by members and enables Cabinet and Scrutiny Committees to flex their work programme to reflect any emerging performance issues that may require more intensive consideration. This reflects the changes requested by elected members on performance monitoring and aligns with the

13 Principles - Effective Scrutiny Action Plan. This approach will enable members to focus on upcoming priority areas and areas where further probing should be considered, alongside progress against the Annual Delivery Plan commitments.

- 1.5** Work will continue to further develop and enhance our performance monitoring and reporting arrangements in line with our duties as outlined in the WCFG (Wales) Act and the LG&E (Wales) Act with reference to the wider local government agenda. These discussions will continue to consider the best way to present information to elected members to facilitate scrutiny and identify and explore areas of interest.

## **2. Key Issues for Consideration**

- 2.1** The presentation (**Appendix A**) outlines our performance for the period 1st April to 30th September 2023 against our Annual Delivery Plan commitments for 2023/24 as aligned to the remit of the Corporate Performance & Resources Scrutiny Committee.
- 2.2** Due to current capacity challenges within the Corporate Performance Team, the format for this quarter's (Q2) Annual Delivery Plan Monitoring Report has been revised temporarily to enable us to continue to provide elected members with an overview of progress in delivering our Annual Delivery Plan commitments as aligned to the remit of each Scrutiny Committee.
- 2.3** The revised presentation structure provides members with:
- An overview of achievements specific to each scrutiny committee's remit across all 4 Well-being Objectives as applicable.
  - An overview of areas for improvement, emerging areas of development and activity and emerging areas of concern specific to each scrutiny committee's remit across all 4 well-being objectives.
- 2.4** We have also assessed progress in relation to our planned activities as outlined in our Annual Delivery Plan for 2023/24 using local performance and trend data where possible to support performance reporting. National benchmarking data remains limited due to the removal of our national data obligations by the Welsh Local Government Association (WLGA) and Welsh Government (WG).
- 2.5** Elected Members are being asked to consider the Q2 performance results and the proposed remedial actions to address areas of identified underperformance. Upon consideration, the Scrutiny Committee is recommended to refer their views and any recommendations to Cabinet for their consideration.

## **3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?**

- 3.1** Performance Management is an intrinsic part of corporate governance and integrated business planning which underpins the delivery of the Council's Corporate Plan and its Well-being Objectives and associated annual commitments in its Annual Delivery Plan 2023/24. Our Corporate Plan has been structured around the Well-being of Future Generations (Wales) Act 2015, through the development of four Well-being Objectives. By aligning our Well-

being Outcomes in the Corporate Plan with the Well-being Goals of the Act, this will enable us to better evidence our contribution to the Goals.

- 3.2 Performance reporting is an important vehicle for showing our progress, not only in terms of impacts across the national well-being goals through achievement of our well-being objectives but also in terms of the changes and improvements made in our approach to integrated planning.
- 3.3 The five ways of working are a key consideration in our corporate Performance Management Framework ensuring that we continue to focus on working differently and in an inclusive way to challenge why, what and how we respond to our key performance challenges.

#### **4. Climate Change and Nature implications**

- 4.1 There are no direct climate change and nature related implications associated with this report. The Corporate Plan and Annual Delivery Plan incorporate our key commitments which aim to have a positive impact on climate change and nature overall. However, failure to deliver on these commitments could impact negatively on achievement of our Well-being Objectives and in turn our contribution to the national goals and on any external regulatory assessments of the Council.
- 4.2 The climate change and nature implications related to the Council's activities are outlined in Project Zero (our Climate Change/carbon reduction and nature programme) and identifies the mitigating actions we intend to take to minimise the adverse consequences of our activities. It also includes key measures and targets that are monitored and regularly reported to all stakeholders to enable us to demonstrate and track progress towards achieving our key climate change and nature related commitments enroute to achieving net zero carbon status by 2030.

#### **5. Resources and Legal Considerations**

##### **Financial**

- 5.1 There are no additional budgetary implications arising from this report, although underperformance in some areas may have a negative impact on external assessments of the Council and could put certain funding opportunities at risk.

##### **Employment**

- 5.2 There are no direct workforce related implications associated with this report. However, there are a number of issues contained within the performance report that if not effectively managed have the potential to impact on our staff establishment and performance overall. This may in turn impact adversely on achievement of key outcomes associated with the Corporate Plan.

##### **Legal (Including Equalities)**

- 5.3** The Local Government & Elections (Wales) Act 2021 requires that the Council keep its performance under review and consult and report on its performance in order to secure continuous improvement and meet its performance requirements.
- 5.4** The Well-being of Future Generations (Wales) Act 2015 requires the Council to set and publish annual Well-being Objectives that maximise its contribution to achieving the Well-being goals for Wales and report its progress in meeting these.

## **6. Background Papers**

[Corporate Plan 2020-25](#)

[Annual Delivery Plan 2023-24](#)

# ANNUAL DELIVERY PLAN MONITORING REPORT 2023/24

QUARTER 2 - CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE



VALE of GLAMORGAN



Links to latest corporate health reports/information to enable members to maintain oversight of issues that may impact on the work of the Council and their respective committees • [Q1 Corporate Risk Register 2023-24](#) • [Q4 Sickness Absence Report 2022-23](#) • [Q1 Insight Board Action Tracker](#) • [Corporate Overview](#)

# WHAT HAVE WE ACHIEVED?

## Objective 1: Work with and for our communities:

- The Vale PSB's application to join a global network of Age Friendly communities was approved by the World Health Organisation on October 4th 2023 giving the Vale 'age friendly' status. More than 30 partners and members came together for the Age Friendly Autumn workshop to co-produce the age friendly Vale action plan and further define the Vale's short term and long term commitments to older people.
- Communications linked to Project Zero continue to be shared through our social media platforms. Successfully delivered a Vale 50+ Forum Climate event. Co-developed and delivered a Youth Climate Conversation event with the Vale Youth Council. The 'Let's Talk About Life in the Vale' survey included a number of questions related to climate change and food access to obtain public views.
- Continued focus on collaborating with public sector and third sector partners to meet the ongoing financial challenges. For example, discussions held regularly at the PSB and RPB on the best use of resources to deliver joint outcomes. Work continues with the third sector, notably with regards warm spaces and access to food for the community in order to make efficient use of grant funding. This has included meeting with partners in Llantwit Major to see how the More Than Food Hub project can extend to incorporate support for refugee families to be housed in the town in the future and continuing work with Pencoedre School Cluster around community focused schools.
- Developed a Non-Treasury Investment Strategy to support income generation.
- Launched an Employee Volunteering Policy.
- At 4.43 per FTE, sickness absence reflects an improved picture from the same period last year (5.9) and within the 10.75 annual target (5.4 at Q2) for 2023/4.

## Objective 2: Support learning, employment and sustainable economic growth:

- Work undertaken as part of the Shared Prosperity Fund, has contributed to 44 new engagements with young people with learning difficulties by employment mentors, with 4 gaining employment. Following support, 30 people have also successfully gained employment, 16 have gained a qualification, licence or skill with a further 45 more confident in job seeking.
- Improvement on our 16-18 NEET data, especially tiers 1 and 2, compared to the same period in 2022/2023. For tier 1, our Welsh ranking has gone from 12th to 5th, and for tier 2 from 12th to 1st in Wales.
- Delivery of Band B projects as part of the Sustainable Communities for Learning programme has remained on track in terms of the overall programme which ends in 2026. In terms of 2023/24, St Richard Gwyn, Ysgol Sant Baruc (Barry Waterfront) – Phase 2, the Centre for Learning & Well-being and St Nicholas projects are either in design or construction.
- Promoted increased options around the use of apprenticeships and traineeships across council services, especially for hard to recruit into posts, following WG amendments to the scope of apprenticeship and PLA offering. In addition, strengthened relationships with training providers with clarification on what is available either fully/part funded or paid for.



# WHAT HAVE WE ACHIEVED?

## Objective 3: Support People at home and in their community:

- Appointed a Senior Community Development Officer (via Shared Prosperity funding) who is engaging with our most deprived communities to inform future community projects and services.
- 11 organisations were awarded WG Direct Food grant funding to tackle food insecurity, supporting over 585 people each week. Refreshed the Council's cost of living webpages which now includes additional information in a format that is easy to access and understand.
- Continued to deliver on our cost of living commitments. Progressed work to establish a food pantry in St Athan as part of the Llantwit Food Project and continued to explore options to develop a rural Vale food access pilot for the winter 2023/24. Cost of living reserve supported learners on free school meals during the school summer holidays.

## Objective 4: Respect, enhance and enjoy our environment:

- As part of Project Zero: successfully delivered a Vale 50+ Forum Climate event; co-developed and undertook with the Vale Youth Council a Youth Climate Conversation event; the 'Let's Talk About Life in the Vale' survey included a number of questions related to climate change and food access; significant work has enabled increased confidence in the Council's Carbon data which was submitted on time; work has commenced through Food Vale to develop a Food Strategy and a successful Food Trail was held in June.
- Continued contribution to Project Zero through operating a hybrid model of working, avoiding non-essential journeys, and utilising technology where appropriate.
- Working with all teams across the Vale, including eco schools and Project Zero board to implement a decarbonisation framework in all schools.
- Continued work across Arts Development, the Pavilion and our libraries to encourage awareness through delivering environmentally aware events, activities and workshops that encourage local schools, library users and communities to participate and engage with the Net Zero Carbon agenda.





# AREAS FOR IMPROVEMENT: SERVICE PLAN ACTIVITY

## Objective 1: Work with and for our communities:

- Currently 85% of savings are expected to be achieved in 2023/24.
- Progress work to upskill our workforce in line with the draft Digital Strategy.
- Continued focus on strengthening the management of the Council's reserves as aligned to its risks.
- Progress work to address our recruitment/ retention challenges in services including Neighbourhood Services, Social Services, SRS and Finance and Property.
- Progress the review of building/ street names and monuments.
- Increase the reach of the Vale of Glamorgan Council facebook page.
- Continue to work with GLAM and Diverse to use Stonewell's Workplace Equality Index to improve LGBTQ+ inclusion in the workplace. Silver award maintained. Action plan to progress our work in relation to the Stonewall Workplace Equality Index is being developed.
- Take forward a programme of work for the current year informed by the priorities in the Veterans Commissioner's annual statement.
- Supporting schools reporting a deficit budget position to develop balanced recovery plans.
- Progress the Corporate Landlord Approach review with a focus on developing a finance model for the proposed model.

## Objective 2: Support learning, employment and sustainable economic growth:

- Progress the People Strategy review to reflect the Equality and Human Rights Commission's 'Pregnancy and maternity discrimination in the workplace: Recommendations for change' report by March 2024
- Continued focus on improving the number of apprentices on formal recognised apprenticeship schemes within the Council.



# AREAS FOR IMPROVEMENT: SERVICE PLAN ACTIVITY

## Objective 3: Support people at home and in their community:

- Continue to progress work responding to Audit Wales recommendations arising from the audit work programme.
- Whilst All PC based LA staff and school staff are enrolled in Safeguarding awareness eLearn modules, currently 62% have completed the module on IDEV.
- Progress work aligned to the Amplifying Prevention agenda including the Move More Eat Well priorities, promoting the uptake of bowel screening with older residents, increasing the uptake of immunisations with the Pencoedre School Cluster, and a healthy advertising policy.
- Continued focus on monitoring impact and progression in relation to gender and ethnic minorities pay gaps.
- Implement approved improvements to referral processes within the Well-being Matters Service.

## Objective 4: Respect, enhance and enjoy our environment:

- Progress delivery of the Biodiversity Forward plan alongside a continued focus on awareness raising of the importance of embedding biodiversity across Council work.
- Progress audit work for Cycle Friendly accreditation which has been delayed due to other commitments.



# EMERGING AREAS OF DEVELOPMENT & ACTIVITY

## Objective 1: Work with and for our communities:

- Continued focus on strengthening public participation in the Council's budget setting process.
- Reviewing the Council's procurement practices including our approach to agency worker procurement to ensure value for money, ethical and sustainable practices and delivery of community benefits.
- Alongside reshaping our recruitment processes and practices, ensuring employees have the right skills to support transformation as aligned to the new Learning & Development Framework.
- Progress our use of data including development of a Data Strategy in line with the Digital Strategy and workstreams.
- Working with the Third Sector in taking forward the Strengthening Communities theme of the transformation programme.
- Progressing work on the medium term financial plan.
- Supporting and monitoring the delivery of Community Asset Transfers as outlined in the revised Corporate Asset Plan.

## Objective 2: Support learning, employment and sustainable economic growth:

- Progressing work with local colleges as part of Employer brand work to bring in new graduates, offer opportunities for apprenticeships, work placements and internships to cultivate the next generation of skilled workers.
- Delivering infrastructure upgrades to the Innovation Quarter BS2, to support employment and the local economy.
- Developing and taking forward the Council's Investment Strategy and plan that supports economic growth, regeneration and climate change.



## Objective 3: Support people at home and in their community:

- Replicating the successful integrated council response and co-productive approaches taken in addressing our food poverty challenges in other areas by working closely with the third sector, community organisations and residents.
- Continued focus on effectively leveraging external capital and revenue funding to support our communities and businesses and invest in our community assets and progressing successful project bids.
- Seeking improvements to achieve 'child friendly' services.

## Objective 4: Respect, enhance and enjoy our environment:

- Continued focus on a collaborative approach to embedding the sustainable development principle in the management of our physical and digital assets.
- Progressing delivery of our commitments in the new Carbon Management Plan.
- Taking forward work with PSB partners to strengthen the nature emergency content within the PSB Climate Emergency Charter.
- Progress work to develop and implement the Green infrastructure Strategy.
- Delivering the PZ Learning & Engagement Plan.



# EMERGING AREAS OF CONCERN

## Objective 1: Work with and for our communities:

- Delivering the Effective Scrutiny Action Plan will require input from all elected members involved in Scrutiny Committees and availability of resource to support new and innovative methods of scrutiny, including research and insight support.
- Significant budget pressures arising from growth in demand for services continue to impact on our ability to deliver a balanced budget for key areas such as social care services and education services.
- We need to work towards ensuring that our workforce remains supported and engaged to build resilience and reduce work related stress and burnout.

## Objective 3: Support people at home and in their community:

- The level of investment required to sustain progress and meet increasing demand for quick, efficient and highly responsive services from our citizens and other key stakeholders over the long term will be challenging given already stretched budgets and resources.
- Availability of external grant funding in the coming year to support community initiatives especially those aligned with our critical challenges i.e. Project Zero, cost-of-living crisis and organisational resilience. Whilst the newly established corporate reserves are a positive start, significant challenges lie ahead.

## Objective 2: Support learning, employment and sustainable economic growth:

- Significant challenges remain in some service areas in attracting and retaining staff. This has been exacerbated by budget pressures, national skills shortages and market forces. We need to do more to promote our employment offer and increase supply which will be challenging within a highly competitive employee market.

## Objective 4: Respect, enhance and enjoy our environment:

- Delivering our commitments to achieve net zero by 2030 given the significant challenges including costs associated with decarbonising our own assets and the supply chain.
- Our ability to sustain the investment required in digital infrastructure renewal over the long-term aligned to our reshaping programme presents significant challenges now and for the foreseeable future given reducing budgets.

