

Meeting of:	<b>Corporate Performance and Resources Scrutiny Committee</b>
Date of Meeting:	<b>Wednesday, 20 March 2024</b>
Relevant Scrutiny Committee:	All Scrutiny Committees and Cabinet
Report Title:	Annual Delivery Plan Monitoring Report: Quarter 3 Performance 2023/24.
Purpose of Report:	To present quarter 3 performance results for the period 1st April 2023 to 31st December 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 quarter3 (1st April 2023 to 31st December 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 (Q3) 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 Q3 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 Q3 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 31st December 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 (Q3) 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 Q3 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.

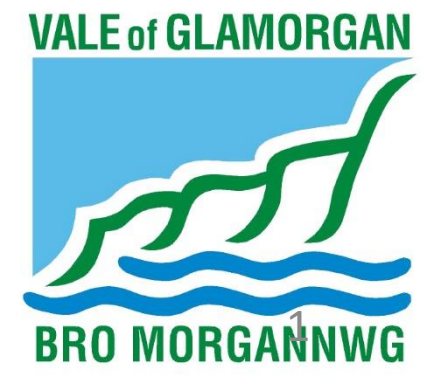
## **6. Background Papers**

[Corporate Plan 2020-25](#)

[Annual Delivery Plan 2023-24](#)

# ANNUAL DELIVERY PLAN MONITORING REPORT 2023/24

QUARTER 3 - CORPORATE PERFORMANCE & RESOURCES SCRUTINY COMMITTEE



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](#) • [Q2 Sickness Absence Report 2023-24](#) • [Q2 Insight Board Action Tracker 2023-24](#) • [Q3 Corporate Overview](#)

# WHAT HAVE WE ACHIEVED?

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

- 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. Cwmpas have been engaged to work with us to develop a better understanding of our work with different sectors, community resilience and poverty.
- Continued to engage with our more deprived communities to understand their needs to best inform future projects and local services. This quarter activities have included, a public engagement stall at the Barry Christmas light switch on event, Community Development Officer attendance at local community groups to build up a presence and relationship in the area, and established a PSB steering group which is sharing knowledge on local community assets.
- Initial phase of Eich lle relating to the Council's primary office estate commenced in December 2023, scheduled for completion by 31st March 2024.
- Continued to lobby Welsh Government for a fairer grant settlement and a genuine multi-year settlement to enable effective financial planning for the long term.
- Following review, re-selected Matrix as the provider for Agency provision for the Council and work ongoing to ensure value for money, and ethical and sustainable practices in this area.
- At 7.66 days per FTE, sickness absence reflects an improved picture compared to the same period last year (9.40 days) and within the 10.75 annual target for 2023/4. However, performance is slightly below the quarter's target of 6.68 days.
- Work has commenced with partners and key stakeholders to develop an action plan to take forward work in line with the recently achieved Age Friendly Status.

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

- Work undertaken as part of the Shared Prosperity Fund has contributed to positive outcomes in Q3 including: the POD is operational and offering a one-stop-shop advice service on a range of topics including support for long-term unemployed, support for people with learning disabilities, autism and neurodivergence to help them achieve their full potential; 153 people registered on CELT+ with 33 being supported by a employment mentor and 20 successfully securing a job; Strive continues to successfully engage young people in school (40 this quarter); 14 young people are undertaking work via the quickstart scheme.
- Welsh Government figures show Vale of Glamorgan as the top performing LA in Wales in engagement of 16-24 year olds. To date, figures for youth engagement achieved are currently 187 against a profile of 135. The Youth Job Club and 50+ Job Club continue to be very successful following a revised approach to further enhance focus on key areas. Engagements for 25+ also remain positive with 384 achieved against a profile of 315 to date.
- 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:

- The cost of living webpages have been refreshed and contain additional support information in a simple language e.g. information on the latest warm spaces available across the Vale this winter. Developed a £25k cost of living grant from the cost of living reserves with 75 applications received by a range of community support organisations and schools. Funding will be awarded to successful applications in Q4. Progressing opportunities to utilise Food Partnership Funding with colleagues in Food Vale and the UHB continues, e.g. surveyed Vale schools to understand appetite for local growing in school grounds, opportunities to fund cooking related activities in communities, and understanding and tackling food poverty, particularly in the Western Vale.
- Via the Amplifying Board, work has commenced to develop the new Move More Eat Well programme to replace the existing plan which ends in April 2024, focusing on Healthy People, Healthy Environment and Healthy Settings. Additionally, work to develop strategies for targeting messaging on immunisation and other health priorities is progressing.
- Continued to passport funding to our Third Sector partners to support citizens impacted by the cost-of-living crisis.
- Worked with GVS to maximise our use of grant funding to target support at areas of need within identified areas of deprivation.
- Continued collaboration with Health to deliver the objectives of the Move More Eat Well plan with a focus on healthy living and ageing well.

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

- 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 Net Zero agenda.
- As part of Project Zero: The Project Zero bi-annual report was presented to Scrutiny and Cabinet including progress updates on the 18 challenges and 80 steps within the plan. A new webpage was added to the Project Zero Hub. Climate Conversations were facilitated at the Barry Christmas fair and at the staff Christmas swap, gathering experiences that will be fed back to the WG to inform their Just Transition Framework, currently in development. Workshop held for PSB partners to explore what's working well, barriers and opportunities for the climate related commitments in the Well-being Plan. A Food Vale Food Strategy workshop run by Food Vale was well attended by council services and a wide range of external stakeholders. The new Head of Digital has joined the Project Zero Board. 4 Climate Change modules were launched in iDev for Wales Week, and a PZ group has been set up to support OD through the Learning Cafe. The Council's Carbon emissions report has been reported and discussed across all DMTs.
- Successfully secured Low Carbon Heat grants and Welsh Govt. ACPW3 funding which will further support decarbonisation of our buildings.
- Promoted guidance note (prepared in partnership with Ardal - shared procurement arrangement across Cardiff, Monmouthshire, Torfaen and the Vale) to be more challenging on carbon reduction in the Council's procurement activities. This has been shared with the Project Zero Board and the Council's commissioning Group of circa 80 officers.
- Encouraging more sustainable transport options by widening offering to council staff including Cycle to work, considering EV and exploring options for transport for Wales.
- Raised awareness of the Workplace Recycling Regulations.





# AREAS FOR IMPROVEMENT: SERVICE PLAN ACTIVITY

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

- Currently 79% 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.
- 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.
- Continue to build relationships with providers and seek opportunities to improve the number of young people in the council - still meeting resistance across the organisation.



# 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.
- Continued promotion to ensure that All PC based LA staff and school staff enrolled in Safeguarding awareness eLearn modules, complete 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.
- Continue our work internally and with partners contributing to the development of Dementia/age Friendly Communities

## 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.
- Continue to further explore opportunities for developing the energy efficiency of our buildings as part of our commitment to reducing our carbon footprint.



# 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.
- 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.
- Reserves have been streamlined but unplanned use in 2023/24 need to be reviewed prior to final budget proposals in February.
- Take forward the Learning Café approach via the new Engagement & Involvement strategy – promoting sharing of ideas, best practice, equipping staff with the skills and knowledge to cope with workplace challenges, and supporting career progression.

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

- 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.
- 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.
- Seeking improvements to achieve 'child friendly' services.

## 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 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.
- Inflationary pressures continue to have a significant impact on the tendering process for capital schemes and this is monitored to ensure affordability of schemes.

## 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.

