

No.

## **CORPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE**

Minutes of a Hybrid meeting held on 20<sup>th</sup> March, 2023.

The Committee agenda is available [here](#).

The recording of the meeting is available [here](#).

Present: Councillor J. Protheroe (Chair); Councillor E. Goodjohn (Vice-Chair); Councillors G.D.D. Carroll, P. Drake, C.P. Franks, S.J. Haines, S.M. Hanks, Dr. I.J. Johnson, B. Loveluck-Edwards and N.J. Wood.

Also present: Councillor L. Burnett (Executive Leader and Cabinet Member for Performance and Resources).

### 954 ANNOUNCEMENT –

Prior to the commencement of the business of the Committee, the Chair read the following statement: “May I remind everyone present that the meeting will be live streamed as well as recorded via the internet and this recording archived for future viewing.”

### 955 APOLOGY FOR ABSENCE –

This was received from Councillor H.C. Hamilton.

### 956 MINUTES –

**RECOMMENDED – T H A T** the minutes of the extraordinary meeting held on 15<sup>th</sup> February, 2024 and the meeting held on 21<sup>st</sup> February, 2024 be approved as a correct record.

### 957 DECLARATIONS OF INTEREST –

No declarations of interest were received.

### 958 DIGITAL STRATEGY REVIEW - VALE OF GLAMORGAN COUNCIL (DCR) -

The report was presented by Ian Phillips, Audit Wales, the purpose of which was to advise Members of the findings of Audit Wales’s review of the Council’s Digital Strategy.

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As part of the Council's annual audit work programme for 2023, the Auditor General for Wales undertook a review of the Council's Digital Strategy. This review had been carried out across all Welsh Authorities, with a focus on seeking assurance that the Councils' approach to digital would help to deliver well-being objectives in a way that secured value for money in the use of resources; providing assurance that Councils were acting in accordance with the sustainable development principle in the design of their strategies; explaining how Councils were using/planning to use digital technology to meet people's needs and deliver better outcomes; and look to inspire and empower Welsh Councils and other public sector bodies by identifying and sharing examples of notable practice/approaches where relevant.

There were a number of findings from the review, attached at Appendix A to the report, ranging from the Council had taken the sustainable development principle into account in producing its digital strategy, and was developing arrangements to deliver the strategy, but monitoring arrangements were under-developed; through to the Council had a clear vision for using digital technology and had considered how its approach to digital impacted on other things it was trying to achieve but had not articulated how it impacted on other public bodies, amongst others.

Five recommendations had been made to the strengthen Council's strategic approach to digital, ranging from the digital strategy taking into account current and future trends ('horizon scanning') through to the Council monitoring the value for money of its digital strategy and identify any potential savings. In response to the recommendations, the Director of Corporate Resources and Head of Digital had developed an action plan which would be progressed by the Council.

Following the presentation of the report the following comments or queries were made at the meeting.

On the Chair's query concerning what the Vale of Glamorgan Council could learn from the reviews undertaken for other Welsh Local Authorities, it was explained that a national, all-Wales report would be produced that would point to areas and examples of good practice, with reports on the individual authorities also published online.

The Chair referred to the need to develop horizon scanning further and how this could be achieved. In response, the Head of Digital pointed to the work already being undertaken with a number of different bodies, such as the Welsh Local Government Association and the Centre for Digital Public Services, as part of looking at current and future needs for local residents and with a short through to longer term focus included in the Council's Corporate Plan.

On Councillor Carroll's point concerning the report including a further emphasis on the use of Artificial Intelligence (A.I.) and the opportunities this could bring to the Council, including the use of external sources to help and advise on exploiting these, it was explained that this would be considered to help supplement the organisational response in the report and strategy concerning A.I. It was also noted that a new Head of Digital had been recruited who would help to develop a

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future model for digital services and build up digital skills within the Council's workforce.

Councillor Carroll added that it was important that the Council took on board the lessons to learned in terms of procurement and delivering projects (such as with Oracle) as part of this strategy, in order to ensure better project management, value for money and avoiding any major budgetary issues.

Councillor Dr. Johnson raised a number of comments and queries, including looking forward to the national all-Wales report on this matter being published in order to look at the lessons learnt, the report/strategy he felt was too abstract for non-technical, lay readers, which meant he was not sure where the Council was going in terms of its recommendations and next steps; plus, he referred to the recommendation on avoiding duplication and what Audit Wales wanted the Council to do in terms of working with partners, etc. Although he understood the process, he did not understand the content of the strategy and report and what the Council would be doing differently going forward. He also pointed out a typographical error on page 2 of the Organisational Response Form (Appendix B to the report), concerning the organisational response and the completion date for ensuring the Head of Digital was a member of the Strategic Leadership Team needed to be amended (it was currently showing as January 2023). It was explained that in terms of working with partners, this was not prescriptive but rather the report suggested that the Council and partners explore areas of collaboration, such as pooling resources and other joint arrangements in respect of developing and implementing digital services. The 22 Welsh Authorities were also all at different stages of implementing their digital strategies. Furthermore, the Council had undertaken a first review in order to create a road map to bring to Committee and Cabinet on the areas of strength for the Council and real-life examples in developing and utilising digital services and technologies through collaboration and partnerships to deliver efficiencies and better outcomes, ranging from potholes to social care.

Scrutiny Committee, having considered the report and all the issues and implications contained therein,

#### RECOMMENDED –

(1) T H A T the findings arising from the review of the Council's Digital Strategy (Appendix A), the response to the review findings and Audit Wales's recommendations (Appendix B) be noted.

(2) T H A T the report be referred to Governance and Audit Committee and thereafter to Cabinet for their oversight and endorsement of the proposed Council actions (Appendix B) to address the recommendations, with the following comments from Scrutiny:

- The report should include further emphasis on the use of Artificial Intelligence (A.I.) and the opportunities this could bring to the Council, including the use of external sources to help and advise on exploiting these.

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- To build on the Audit Wales recommendation concerning the importance of developing Horizon Scanning to inform its strategic approach to digital.
- That the typographical error on page 2 of the report, concerning the organisational response and the completion date for ensuring the Head of Digital was a member of the Strategic Leadership Team be amended (it was currently showing as January 2023).

#### Reason for recommendations

(1&2) Having regard to the contents of the report, as well as the discussions at the meeting.

#### 959 ANNUAL WHISTLEBLOWING REPORT (REF) -

The reference from the Governance and Audit Committee on 5<sup>th</sup> February, 2024 was presented by the Monitoring Officer/Head of Legal and Democratic Services, in conjunction with the Head of Human Resources and Organisational Development.

The report provided an annual update and summary of results of a staff survey undertaken to ascertain awareness of and willingness to use the Council's Whistleblowing Policy.

The Monitoring Officer/Head of Legal and Democratic Services explained that the relevant part of the reference was Recommendation (5) which related to the Whistleblowing Policy being considered as part of the review of mandatory training for staff and for this matter to be subsequently referred to the Corporate Performance and Resources Scrutiny Committee. Due to this, a report covering this area and other areas as part of the review of the People's Strategy would be coming to Committee in the very near future. This would mean that the reference would need to be considered alongside this further review and report.

The Head of Human Resources and Organisational Development offered reassurance to the Committee that actions were already being undertaken as part of the whistleblowing process including whistleblowing being part of the induction process and that the relevant documents were also included on StaffNet for staff to look at and were encouraged to monitor for updates of the process.

Following the presentation of the reference and appended report, the following comments were made at the meeting.

Councillor Carroll referred to the survey responses from staff as part of the Whistleblowing Policy and noted that there were a number of negative replies and there appeared to not be a culture supporting whistleblowing. It was explained that such issues had already been addressed by the Governance and Audit Committee where this report and such issues lay within its terms of reference. It was stressed there was an in-depth consideration of the report and all these issues by that Committee.

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Councillor Dr. Johnson stated that it was not clear on the reference and report that the Committee were only to consider Recommendation (5) concerning the review of mandatory training for staff and in future it should be made clear or highlighted in some way if there was a specific recommendation that the Committee needed to look at. In response it was stated that in future such resolutions would be highlighted in order to make this clearer.

The Vice-Chair wished to reiterate that the main reason the reference and report was referred to this Committee was the resource implications that were apparent in terms of the fifth recommendation on the reference but obviously such recommendations should be highlighted in future.

Scrutiny Committee, having considered the reference, appended report and all the issues and implications contained therein,

**RECOMMENDED – T H A T** the reference from the Governance and Audit Committee and the appended report concerning the Annual Whistleblowing Report and in particular, recommendation (5) of the reference, be noted.

Reason for recommendation

Having regard to the contents of the reference and report, as well as the discussions at the meeting, subject to a further report, based on recommendation (5) of the reference and concerning the Whistleblowing Policy being considered as part of the review of mandatory training for staff, being referred to the Corporate Performance and Resources Scrutiny Committee.

960 QUARTER 3 REVENUE MONITORING 2023/24 (REF) –

The reference from Cabinet on 29<sup>th</sup> February, 2024 was presented by the Head of Finance/Section 151 Officer, who also provided to the Committee a number of presentation slides to accompany the report.

The report (and slides) detailed the ongoing challenging revenue position for the Council in areas such as social services, road maintenance and school transport, the steps that had been taken to mitigate the emerging overspends in year, the Committee specific position (requested virements, favourable variance on the projected outturn for Corporate Resources in 2023/24, (also seen in Treasury Management and Council Tax), as well as the key pressures within the Corporate Resources Directorate) through to the strong delivery of savings and efficiencies as well as the current status of Council reserves. The Council was fortunate to have earmarked reserves that could be used to offset pressures with the overall position reflected in unplanned use of reserves of £6.9m in 2023/24 plus a further £6.7m of school balances. The Authority continued to work constructively with Schools to reduce deficits where possible. The overall level of unplanned reserves remained stable, with little change since Quarter 2.

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Following the presentation of the reference and appended report, the following comments were made at the meeting.

Councillor Dr. Johnson raised a number of points and queries around the need for greater consistency on the statistics, tables and figures used in the report; that the changes made on report meant that the reader was effectively 'drowning in details' and would 'lose the bigger picture'; how the Council would look to resolve the ongoing budget deficits for schools in the medium term; and concerning the need to use the right language or label for additional learning need (ALN) support through the medium of Welsh and not to count this as part of a separate Welsh language cost. Also, he asked would the Council see any significant changes for the revenue outturn for the final Quarter 4. The Vice Chair suggested that the inconsistency in the tables may be tied in with the use of reserves, etc but the Head of Finance/Section 151 Officer would look into these and provide further clarity. The intention was to always make the revenue figures reported as clear, meaningful and transparent as possible. He would also address the conflation between the Welsh language and ALN figures. On outturn, it was early days, and it would take time to establish the final outturn position, but it seemed unlikely to change significantly. School deficits at year end looked like they would ease back slightly and there would be meetings with the relevant service line to help address these.

Councillor Carroll raised queries on potential savings through the review and reduction of Council office accommodation and the possibility of reinstating the provision of sandbags to local communities prone to flooding via the Council due to the very minor savings achieved through cutting this. It was explained that options on how office space would be used in future was being looked at. On sandbag provision, the related savings had been already agreed under the budget setting and this would be a question more suited to consideration by the Environment and Regeneration Committee.

The Vice Chair asked whether any work has been done by the Finance team regarding cashflow and was it watching out for what would be the danger level of cashflow in terms of the General Fund. It was explained that the Council's cash flow remained positive, but the Council was not complacent with the Council regularly reviewing its cashflow position with the Treasury Team.

Scrutiny Committee, having considered the reference, appended report and all the issues and implications contained therein,

**RECOMMENDED –**

- (1) T H A T the position with regard the Authority's 2023/24 Revenue Budget be noted.
- (2) T H A T the Budget Virements for 2023/24 presented in the report be noted.

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Reason for recommendations

(1&2) Having regard to the contents of the reference and report, as well as the discussions at the meeting.

961 CAPITAL MONITORING FOR THE PERIOD 1<sup>ST</sup> APRIL TO 31<sup>ST</sup> DECEMBER, 2023 (DCR) –

The purpose of the report was advise Committee of the progress on the 2023/24 Capital Programme for the period 1<sup>st</sup> April to 31<sup>st</sup> December, 2023 within their remit. The report was presented by the Head of Finance/Section 151 Officer, who also provided to the Committee a number of presentation slides to accompany the report.

Details by scheme were shown in Appendix 1 to the report. Appendix 2 to the report provided a summary of the position of the Capital Programme by Directorate from approval at Council on 6<sup>th</sup> March, 2023 through to 31<sup>st</sup> December, 2023, including any changes requested within the report. The report set out any requested changes to the 2023/24 and future years' Capital Programme.

The report noted the current approved programme of £103.677m, but it was important to note that this was unlikely to be delivered and slippage was requested of £7.692m with a forecast outturn of £96.763m.

Details concerning the Second Capital Programme Review were provided, including those areas pertinent to the Committee, such as the proposed removal of the budget for the new Household Waste Recycling Centre (HWRC). The Council continued to explore options for a replacement HWRC at Landow but despite ongoing investigations there were no immediate options available. Interim measures to upgrade the road and secure a lease for the near future and the exploration of other opportunities were ongoing.

Following the report, Councillor Dr. Johnson raised a number of queries about key points of the report, including the reduction in the Empty Homes Grant, the lack of expenditure on the Barry Partnership Project fund, and the expenditure on the OVO Bike scheme. Further information would be sought from the relevant Council officers on the Empty Homes Grant and the Barry Partnership Project fund. On the OVO Bike scheme and the proposed contractor no longer being able to deliver the project, discussions were ongoing on this and a further, detailed response would be provided to the Committee in due course.

On Councillor Haines' query about the replacement HWRC at Landow and the Council asking Welsh Government for land at Picketston in the Western Vale, or to ask the relevant landowner in the area instead, the Chair stated that she and other colleagues representing the Western Vale were taking this forward with Council officers. Councillor Haines also indicated he would assist.

Scrutiny Committee, having considered the report and all the issues and implications contained therein,

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RECOMMENDED –

- (1) T H A T the progress made on delivering the 2023/24 Capital Programme within the remit of the Committee be noted as attached in Appendix 1 to the report.
- (2) T H A T the use of Delegated Authority within the remit of the Committee, as set out in the report be noted.
- (3) T H A T the use of Emergency Powers within the remit of the Committee, as detailed in Appendix 1 attached to the report, be noted.
- (4) T H A T the changes to the 2023/24 Capital Programme and future years Capital Programme within the remit of the Committee, as set out in the report be noted.

Reason for recommendations

(1-4) Having regard to the contents of the report, as well as the discussions at the meeting.

962 ORACLE IMPLEMENTATION UPDATE (DCR) –

The Chair explained to the Committee that she had been contacted by Councillor Dr. Johnson who suggested that, considering the importance of this report and the issues surrounding it, the matter should be deferred to a single item meeting in order that this topic have the debate, discussion and consideration that it deserved.

Councillor Haines stated that in addition to the recommendation to defer this item, there should also be a recommendation regarding the inclusion of details around the original contract and to have further details on the background and starting point of this whole process on implementing the new system, as currently the report detailed the mid and end point of the process rather than the start.

Councillor Dr. Johnson stated that due to the number of recommendations and lessons learnt included in the report, it was important to have a special/extraordinary meeting in order to be able to discuss these in-depth and to give the report the time that it needed in the context of the work which had been undertaken around the implementation of the new software system. Due to the size of the agenda for tonight's meeting it would not receive the time that it deserved, and he agreed with Councillor Haines around the need for additional information concerning the background and beginnings of the contract etc. He thanked the Chair for considering his request to defer and hoped that a separate meeting could be arranged in order to discuss this. He also felt that there should be a presentation accompanying the report in order to help the discussions at a future meeting on this subject.



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The Director of Corporate Resources welcomed the suggestions made by the Councillors concerning the presentation to accompany the report, with the inclusion of a chronology of, and background to, the implementation of the new Oracle system and relevant contract.

The Scrutiny Committee, having considered the report and the discussions made around deferral,

RECOMMENDED –

- (1) T H A T the report be deferred to a special meeting of the Corporate Performance and Resources Scrutiny Committee.
- (2) T H A T a presentation be provided to the Committee, to accompany the report, and to include the chronology of, and background to, the implementation of the new Oracle system and relevant contract.

Reasons for recommendations

- (1) In order that the Committee has sufficient time to scrutinise this report adequately and thoroughly.
- (2) To provide the Committee with a greater understanding of the background and timeline for the implementation of Oracle.

963 ANNUAL DELIVERY PLAN MONITORING REPORT: QUARTER 3 PERFORMANCE 2023/24 (DCR) -

The report was presented by the Director of Corporate Resources, the purpose of which was to present Quarter 3 (Q3) performance results for the period 1<sup>st</sup> April, 2023 to 31<sup>st</sup> December, 2023 in delivering the 2023/24 Annual Delivery Plan commitments as aligned to the Corporate Plan Well-being Objectives. The report sought Members' consideration of Q3 performance results and the proposed remedial actions to address areas of identified underperformance.

Due to current capacity challenges within the Corporate Performance Team, the format for the quarter's (Q3) Annual Delivery Plan Monitoring Report had been revised temporarily, to enable Elected Members to continue to be provided with an overview of progress in delivering the Annual Delivery Plan commitments as aligned to the remit of each Scrutiny Committee. The Red, Amber, Green (RAG) ratings would be reintroduced for Quarter 4 (Q4).

The presentation appended at Appendix A to the report provided a summary of progress against Annual Delivery Plan commitments for 2023/24 as aligned to the remit of the Corporate Performance and Resources Scrutiny Committee. These included: what the Council had achieved, areas for improvement, emerging areas of development and activity, through to emerging areas of concern.

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Following the presentation of the reference and report, the following questions and comments were raised in the Committee meeting.

Councillor Dr. Johnson was pleased to know that details on performance indicators and RAG ratings would be coming back to this reporting in Q4. Councillor Dr. Johnson considered the report currently to be too narrative based, and so it would be good to see a greater level of analysis going forward. It was explained that there would be more quantitative as well as qualitative data provided in Q4.

He further raised concerns about the Vale of Glamorgan Council's increasing reliance on external funding for core aims and critical challenges, as well as non-statutory areas and services and urged greater connections with the Committee's Task and Finish Group concerning procurement and Scope 3 emissions. He referred to the need of comparing the CELT + Project and the Support Pod against previous projects in the same field and avoiding 'reinventing the wheel' with apprenticeships etc. He also referred to the ongoing review of street names and monuments, and the review of the Corporate Landlord Model. In response, the concerns around increasing dependence on external funding were shared, but it did have a definite role to play in the light of reduced budgets (i.e. decarbonisation schemes within Community buildings) and was being discussed by the Strategic Insight Board. Greater connections with the Committee's Task and Finish Group concerning procurement and Scope 3 emissions would be made (which the Chair of the Task and Finish Group endorsed) and progress updates would be provided on the CELT + Project and the Support Pod as well as the ongoing review of street names and monuments, and the review of the Corporate Landlord Model, which would help the Council to move away from duplication and to look at a more centralised, efficient approach.

Both the Chair and Councillor Franks asked for a report to be provided concerning recruitment and retention of staff at the Council, including staff in local schools. The Head of Human Resources and Organisational Development explained that the Council actively monitored the turnover of staff, which was reported back via Human Resources dashboards to the Council's Directorates. There was a need to increase the number of exit interviews in order to see why staff were leaving and look at reward offerings, as well as improving the working environment. Further updates and reporting would be provided to the Committee on this topic going forward.

Scrutiny Committee, having considered the report and all the issues and implications contained therein,

#### RECOMMENDED –

- (1) T H A T the Q3 performance results and progress towards achieving the Annual Delivery Plan 2023/24 commitments as aligned to the Council's Corporate Plan Wellbeing Objectives within the remit of the Committee be noted.
- (2) T H A T, following the consideration of the remedial actions to be taken to address areas of underperformance and to tackle the key challenges identified

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within the remit of the Committee, the following comments from the Committee be referred to Cabinet for their consideration:

- Committee raised concerns around the Vale of Glamorgan Council's increasing reliance on external funding for core aims and critical challenges, including non-statutory areas and services (i.e. Project Zero).
- Committee suggested tying in with the work currently being undertaken by the Committee's Task and Finish around the Procurement Strategy, in relation to scope 3 carbon emissions, etc.
- The Committee welcomed the imminent re-introduction of the RAG rating for performance of the Annual Delivery Plan.
- The Committee asked for a report to be provided concerning recruitment and retention of staff at the Council, including staff in local schools.

#### Reasons for recommendations

- (1) Having regard to the contents of the report, as well as the discussions at the meeting.
- (2) For consideration by the Cabinet and the Director of Corporate Resources.

#### 964 SERVICE PLANS AND PERFORMANCE TARGETS TO DELIVER THE VALE OF GLAMORGAN COUNCIL'S ANNUAL DELIVERY PLAN 2024/2025 (DCR) -

The purpose of the report was to seek Members' endorsement of the priority actions as reflected in Service Plans and proposed service performance targets for the period 2024/2025 that would deliver the Council's Annual Delivery Plan (ADP) within the remit of the Committee. This was presented by the Director of Corporate Resources, who firstly thanked Members for their contribution to the development of the framework behind this report.

The report presented the planned service activities (as outlined in the Service Plans) and associated performance targets within the remit of the Scrutiny Committee. These were the Committee's specific areas of focus associated with the delivery of the Council's Annual Delivery Plan for 2024/2025 as aligned to the four Corporate Plan Well-being Objectives (attached at Appendices A and B to the report). Progressing the Annual Delivery Plan would help to meet statutory obligations as well as the relevance of the Well-being Objectives being continually reviewed. The commitments in the Annual Delivery Plan 2024/25 were reflected in 16 Service Plans which were provided for information in the background papers to the report. These plans showed how individual service areas would contribute to achievement and overall delivery of the four Well-being Objectives and how resources would be deployed to do so, also detailing those areas directly under the Committee's remit. Also included was timely information related to the three critical challenges that were outlined in the Annual Delivery Plan for Member consideration and scrutiny with sufficient indicators around these challenges,

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including, following Committee feedback, on the strength of feeling and sentiment of residents on Council services, etc.

Following the presentation of the report, the following comments and queries were raised at the meeting.

Councillor Carroll and the Vice Chair stressed the importance for consideration to be given to ensure that the performance indicators concerning corporate complaints remained sufficiently robust, including an indicator detailing satisfaction on how complaints were handled. There must be no significant reduction in target rates in order to achieve them, although it was explained that the aim of revising the targets in this area was to ensure that targets set were realistic, achievable but also still challenging and stretching for the Council in order to achieve them.

It was also suggested by the Vice Chair that quantifiable performance indicators were required in relation to how many residents were actively engaging with the Council's Communications Team and promoting equality and diversity within the Vale of Glamorgan, as well as ensuring that those indicators concerning decarbonisation were robust and tied in with the Council's Carbon Management Plan. It was agreed that these proposals and indicators would be looked into and that such indicators should continue to challenge and stretch the Council in delivering them.

Councillor Loveluck-Edwards pointed to the difference between performance indicators and related actions and the need for these to reflect deeper and wider cultural changes and those around the Council's ethos. They needed to show that the Council was meeting its obligations and to help monitor progress and to provide an honest assessment. It was agreed that performance indicators and actions should have a meaningful impact and outcome, including looking at measures linked with the Annual Equality report, such as equal pay.

Councillor Carroll asked about the targets for the Council becoming more representative of the communities that it serves, and whether this was calling for quotas to be set in terms of recruitment. It was explained this was not the case but rather this was drawn from the Welsh Government Anti Racist Action Plan and would be achieved through positive action, not positive discrimination, via improved attraction and retention measures, in order to make employment within the Council more attractive to all demographics in the Vale.

Councillor Haines stated that in terms of diversity and related indicators, it was important to also consider the range of protected characteristics, in terms of staff pay, etc., including disability. This proposal would be considered across all performance indicators.

Councillor Dr. Johnson made a number of points concerning better wording around indicators and actions, to minimise the use of jargon in terms of the Service Plans and Performance Targets and to fully explain the meaning of the acronyms that were used, as well as ensuring that wider environmental targets and indicators were considered, alongside those concerning decarbonisation.

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These comments would be looked into, including moving away from jargon in reporting and being more accessible and specific in this regard.

Scrutiny Committee, having considered the report and all the issues and implications contained therein,

RECOMMENDED –

(1) T H A T the planned service activities for 2024/25 as they related to the remit of this Committee be endorsed (attached at Appendix A to the report).

(2) T H A T the proposed measures and service performance targets for 2024/2025 relating to the remit of this Committee be endorsed (attached at Appendix B to the report)

(3) T H A T the following comments be considered by the Director of Corporate Resources regarding Service Plans and Performance Targets:

- Consideration be given to ensure that the performance indicators around corporate complaints remained sufficiently robust, including an indicator detailing satisfaction on how complaints were handled.
- To include performance indicators in relation to how many residents were actively engaging with the Council's Communications Team.
- To also look at strengthening and greater quantifying of performance indicators / actions around promoting equality and diversity within the Vale of Glamorgan, as well as ensuring that those indicators concerning decarbonisation were robust and tied in with the Council's Carbon Management Plan.
- To ensure that wider diversity and protected characteristics, i.e. disability were considered and duly represented as part of future performance indicators.
- The importance of having both qualitative and quantitative performance indicators in order to properly analyse the success of the relevant Council measures and services.
- It was essential to minimise the use of jargon in terms of the Service Plans and Performance Targets and to fully explain the meaning of the acronyms that were used.
- To ensure that wider environmental targets and indicators were considered, as well as those concerning decarbonisation.

#### Reasons for recommendations

(1&2) Having regard to the contents of the report, as well as the discussions at the meeting.

(3) For the Director of Corporate Resources to consider, in order to ensure the Council's Corporate Plan Performance Measurement Framework identified a relevant set of performance measures and targets against which the Annual Delivery Plan could be monitored and measured during 2024/2025.