

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

31 JULY 2017

REPORT OF THE CHIEF EXECUTIVE

COUNCIL'S PERFORMANCE AGAINST ITS COMMITMENTS AND A SUMMARY OF ITS FINANCIAL POSITION AT YEAR END FOR 2016-17

1. PURPOSE OF REPORT

- 1.1 This report provides the Committee with an overview of the Council's performance in 2016-17. It compares this performance with the commitments to delivering the improvement priorities in the Corporate Plan for 2016-20.
- 1.2 This report also provides the Committee with an update on the financial position as at the year ended 31st March 2016.

2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER PRIORITIES

- 2.1 The information in this report relates directly to the Council's Corporate Plan 2016-20, which sets out the Council's improvement priorities and identifies actions to realise those priorities, and to its Medium Term Financial Strategy 2016-17 to 2019-20.

3. BACKGROUND

- 3.1 In March 2016, the Council published its new Corporate Plan for 2016-20. The Plan defined 46 commitments to deliver the three new Improvement Priorities and set out 58 indicators to measure the progress for the financial year.
- 3.2 At the same time the Council reviewed and published its Medium Term Financial Strategy (MTFS) for 2016-17 to 2019-20, setting out how it would use its reduced resources to support the improvement priorities. Council approved a net revenue budget of £254.891 million for 2016-17, along with a capital programme for the year of £43.553 million, which was updated in May 2017 to £18.356 million.
- 3.3 Directorate Business Plans were developed to define service actions to carry out the 46 corporate commitments. Those plans also identified performance indicators for the year, with some of the indicators having been nominated by directorates for monitoring at the corporate level. In all, 183 indicators (including the 58 corporate plan indicators) are included in this report. The data within the body of this report is subject to validation and therefore may yet change.
- 3.4 As part of the Performance Management Framework, budget reductions are reviewed regularly and reported to Cabinet on a quarterly basis. The draw down of earmarked reserves and the delivery of agreed budget reductions is also kept under review and reported to Cabinet as part of this process. Performance against the commitments and performance indicators in the Corporate Plan is monitored regularly by Directorate Management Teams and quarterly by the Council's Corporate Performance Assessment (APA) panel consisting of Cabinet, Corporate Management Board and Heads of Service.

3.5 The Corporate Overview and Scrutiny Committee has a role in monitoring and scrutinising both the financial performance of the authority against budget and the progress of the delivery of the improvement objectives to ensure efficient and effective services.

4. CURRENT SITUATION / PROPOSAL

4.1 Summary of Performance in delivering Corporate Plan commitments

Commitments

4.1.1 The year-end data shows that 32 (69.6%) of the 46 commitments were completed (green), with another 10 (21.7%) achieving most of their milestones (amber), and only 4 (8.7%) missing most of its milestones (red).

Corporate Performance Indicators

4.1.2 Data were submitted for 178 of the 183 indicators. For the rest, three (DEFS1), (DEFS20) and (DEFS21) were cancelled by services due to difficulty collecting data or changed circumstance, and for two data will be available in the Autumn of 2017. (Further information regarding the cancelled indicators is provided in the attached EFS dashboard report.) 2016-17 saw a lot of new indicators. As a result, only 160 indicators had targets. Of those indicators with targets, 104 (65%) are on target, 26 (16.2%) are off target by less than 10% and 30 (18.8%) missed the target by more than 10%. Detailed information is included in Part (A) of the Annex.

4.1.3 Eighty seven (87) of the indicators have trend data, of which 54 (62.1%) showed improvement over the previous year. The table below shows how the Council performed in the last three years.

Performance Indicators Trend vs previous year	14-15 vs 13-14		15-16 vs 14-15		16-17 vs 15-16	
	No.	%	No.	%	No.	%
Better than last year	90	66%	81	61%	54	62%
Same as last year	8	6%	19	14%	2	2%
Worse than last year	39	28%	33	25%	31	36%
Total	137	100%	133	100%	87	100%

Corporate Plan Indicators

4.1.4 Of the 58 indicators identified for the Corporate Plan, 57 indicators have been collected for the year as one has not been taken forward. Of those 57 indicators, 49 can be compared against their target: 29 (59.2%) met their target, 6 (12.2%) were off target by less than 10% and 14 (28.6%) missed the target by more than 10%. For eight indicators no target was set for the year because they were new indicators. Detailed information is included in Part (B) of the Annex.

4.1.5 Trend data is available for 24 of the Corporate Plan indicators as they were carried forward from last year's Corporate Plan. Of the 24 indicators that can be compared, 16 (66.7%) showed an improvement over the year before, 7 (29.1%) showed a downturn, and 1 (4.2%) remained the same.

National Performance Indicators

- 4.1.6 There are in total 28 indicators which are collected at a national level, so that Local Authorities can compare performance against each other. At year end, data were submitted for all of these indicators. Of those 28 PIs, 14 (50%) are on target, 10 (35.7%) are off target by less than 10% and 4 (14.3%) are off target by more than 10%.
- 4.1.7 Trend data is available for 27 of the 28 indicators. Of these 15 (55.6%) showed improvement compared with the previous year and 11 (40.7%) showed a downturn, with 1 (3.7%) remaining the same. Performance in 2015-16 showed that comparable data was available for 27 of the 28 indicators, of which 17 (63%) showed improvement over the year before, 8 (29.6%) showed a downturn with 2 (7.4%) remaining the same. Detailed analysis of service PI performance is included in Part (C) of the Annex.

SSWB Performance Measurement Framework Indicators

- 4.1.8 There are in total 35 indicators included in the SSWB Performance Measurement Framework, of which 24 are monitored corporately. At year end, data was submitted for all the 24 indicators. However, baselines were being established for 9 indicators. Of the 15 indicators that had a target set, 8 (53.3%) are on target, 2 (13.3%) are off target by less than 10% and 5 (33.3%) are off target by more than 10%.

Sickness Absence

- 4.1.9 In 2016-17, the average number of days lost through sickness absence per FTE is 10.65 days, a small improvement compared with 10.85 days lost for 2015-16, missing the target set for the year of 8.5 days per FTE. Long-term sickness remains high at 72% compared with 69% last year, and the short-term sickness absence rate reducing slightly from 30% in 2015-16 to 28% in 2016-17.
- 4.1.10 Sickness in relation to industrial injury at year end shows that the number of absences was 28 and below the year-end target of 52, which is a significant improvement on the same period last year, when the number of absences was 58. The number of days lost per FTE due to industrial injury was 0.18 days per FTE, below the target of 0.21 days per FTE and an improvement on last year when the number of days lost per FTE was 0.23. Detailed information is included in Part (D) of the Annex.

4.2 Summary of Financial Position at 31st March 2017

4.2.1 Revenue Budget

- 4.2.1.1 The overall outturn at 31st March 2017 is an under spend of £356,000 which has been transferred to the Council fund, in line with Principle 8 of the MTFs. Directorate budgets provided a net under spend of £2.279 million after including draw down of £7.751 million of earmarked reserves. Council wide budgets a net under spend of £9.612 million after including a one off change in accounting treatment worth £3.678 million in respect of housing benefit debtors. These are offset by the requirement to provide earmarked reserves for a range of new future risks and expenditure commitments, as well as additions to the capital reserve to meet the cost of any future capital spending plans which Council may approve.

4.2.2 Directorate Budgets

- 4.2.2.1 The underspend on Directorate net budgets for the year is a result of a number of factors including the maximisation of grant and other income, strict vacancy management and general efficiencies. In addition, directorates made significant use of approved earmarked reserves to meet specific one-off pressures identified in previous years, including funding

for transformation projects through the Change Fund, funding for capital projects, draw down of school balances, funding for demolition work and service specific one-off pressures.

4.2.2.2 The under spend masks underlying budget pressures in some service budgets which were reported during the year and still persist. The main financial pressures are in the service areas of Looked After Children and Adult Social Care. It should be noted that these budget areas can be volatile and small changes in demand can result in relatively high costs being incurred. As patterns of provision change within Directorates, service budgets are reviewed and re-aligned properly. Detailed breakdown of Directorate budgets, compared with actual outturn is set out in Part (E) of the Annex.

4.2.3 Corporate Budgets

4.2.3.1 The net budget for council wide services and budgets was £41.179 million and the actual outturn was £31.567 million, resulting in an under spend of £9.612 million. The most significant variances are detailed below:

COUNCIL WIDE BUDGETS	Net Budget £'000	Outturn £'000	Variance Over /(under) budget £'000	% Variance
Capital Financing	10,128	11,115	987	9.7%
Council Tax Reduction Scheme	14,304	13,358	(946)	-6.6%
Repairs and Maintenance	729	413	(316)	-43.3%
Insurance Premiums	1,559	1,316	(243)	-15.6%
Other Corporate Budgets	7,316	(1,516)	(8,832)	-120.7%

- Capital Financing

The net over spend of £987,000 is a combination of an under spend on interest paid due to lower borrowing than anticipated (£1.3 million), as the Council uses its own internal resources to finance schemes, which is more than offset by a one-off payment of £2.35 million of prudential borrowing in respect of Raven's Court to reduce future capital financing costs. There is also slightly lower interest realised than projected on internal borrowings following the repayment of previous prudential borrowing amounts.

- Council Tax Reduction Scheme

The under spend of £946,000 is a result of lower demand than forecast for the Council Tax Reduction Scheme. This a demand led budget which is based on full take up, but actual take up is not known until year end. There is a reduction in this budget in the MTFs of £300,000 for 2017-18 with further budget reductions planned for future years, depending on take up at that time.

- Repairs and Maintenance

The under spend of £316,000 is a result of slippage on some minor works schemes and feasibility studies, which will now be completed in 2017-18. An earmarked reserve has been established to meet these costs. There is also an under spend on prudential borrowing in respect of the Civic Offices Enveloping Scheme, which will be completed in 2017-18.

- Insurance Premiums

The under spend of £243,000 has mainly arisen as a result of a fortuitous and unexpected rebate in respect of the Maesteg PFI scheme under the contract's premium sharing

agreement (£170,000). There is also a small amount of additional income generated from recharges to direct labour organisations for insurance arranged on their behalf.

- Other Corporate Budgets

There is a significant movement on the Council's balance sheet in respect of historic and current council tax and housing benefits debtors. This has created a favourable movement of £3.678 million on other corporate budgets. With regard to housing benefits, these have previously only been established as debtors in the housing benefits system and not in the Council's main accounts. This is a change of accounting treatment which, going forward, will recognise the debts in the year in which they are raised, rather than the year in which they are paid. The balance relates to a reduced bad debt provision in the balance sheet for council tax following higher recovery rates. Consequently these are one-off adjustments and will not reoccur.

- There is also a release of £961,000, in respect of insurance monies relating to a previous fire at Betws Primary School, into the revenue account to provide a contribution towards the new Garw Valley South scheme as part of the 21st Century Schools programme. This funding has been transferred to earmarked reserves to offset the cost in 2017-18.
- There are a number of other under spends on council wide budgets, totalling £5.09 million including:
 - o Reduced requirement from Directorates in relation to pay and prices (£1.58 million). While this has not been required in 2016-17, this is currently a particular risk area for council budgets as inflation indices have risen over recent months.
 - o Lower than expected in-year cost of implementing auto enrolment for new entrants (£400,000). This cost should be fully known by the end of 2017-18 as the Council works towards the end of the auto enrolment transitional period (30th September 2017). At that point in time, any unrequired budget can be released in mitigation of other service budget reductions.
 - o Under spends on other corporate budgets e.g. corporate contingency, reduced requirements for funding of budget pressures, provision for increased superannuation and national insurance contributions (£1.7 million).
 - o In addition, funding was held corporately in the budget to meet the budget pressures associated with the Extra Care scheme (£1 million revenue contribution to capital) and implementation of the Welsh Language Standards. Due to the delay in the Extra Care scheme, the funding has been transferred to an earmarked reserve, pending construction works. In addition, a number of Welsh Language Standards are currently under appeal, and as a consequence there is a delay in implementation of the full suite of standards, and therefore spend on this budget (£319,000), until the outcome of the appeal is received from the Welsh Language Commissioner.
- These have been partly offset by a one-off payment of £896,000 of prudential borrowing in respect of Glamorgan Records Office to reduce future capital financing costs.

This under spend has enabled a number of new corporate earmarked reserves to be established to meet pressures in 2017-18, some of which were reported in quarter 2 and quarter 3, including in particular contributions to the capital reserve in support of possible future additions to the capital programme (subject to full council approval) and funding of demolition works, to avoid costs associated with vacant premises.

The under spend on Directorate budgets has also enabled a number of new Directorate earmarked reserves to be established, to meet service specific pressures that are

anticipated to arise in 2017-18, many of which were originally planned to be undertaken in 2016-17.

The under spend on accrued council tax income of £974,000 has been transferred into the service reconfiguration reserve to support the cost of transformation programmes, including potential redundancy costs. Further information on Earmarked Reserves is provided in section 4.5.

The council wide budgets have been reviewed as part of the MTFs 2017-18 to 2020-21 and will be subject to significant reductions over the life of the MTFs.

The MTFs Budget Reduction Contingency was established in line with MTFs Principle 12 (*“Resources are allocated to deliver the Bridgend Change Programme based on clear strategic plans that are kept under review by Corporate Directors to maintain alignment with the MTFs and a MTFs Budget Reduction Contingency will be maintained”*) and has been used to partly mitigate the shortfalls on the following budget reduction proposals in this financial year.

2015-16 Budget Reduction Shortfalls		
COM 1	MREC	£150,000
COM 11	Blue Badges	£83,000
CH 9	School Transport	£100,000
2016-17 Budget Reduction Shortfalls		
RES29	To rationalise the core office estate - leasing of Raven's Court	£195,000

4.3 Budget Reductions 2015-16

- 4.3.1 A report was presented to Cabinet on 5th July 2016 on Financial Performance 2015-16. In the report it was highlighted that, of the £11.225 million budget reduction proposals for 2015-16, £2.692 million were not met in full, with a shortfall in the financial year of £1.909 million. The report stated that these proposals would continue to be monitored alongside current year proposals, with mitigating action to achieve them to be identified. Not all proposals have been fully delivered, however, and where this is the case, directorates have identified a recurrent solution. The Directorate Dashboards Appendix 1 – 5, show those 2015-16 budget reduction proposals not met in full and the mitigating action to provide a more permanent solution in future.

4.4. Budget Reductions 2016-17

- 4.4.1 The budget approved for 2016-17 included savings proposals of £7.477 million. £2.385 million of these proposals were not realised in full in 2016-17, but the expenditure associated with them has been offset by vacancy management, and other savings elsewhere within the budget. The individual Directorate Dashboards identify those budget reductions not achieved in full by each Directorate, and show that of the £2.385 million of proposals not fully achieved, £540,000 was realised in 2016-17, leaving a shortfall of £1.845 million. As such there is still a recurrent pressure on 2017-18 budgets which will need to be addressed by implementing the proposals as set out in Directorate Dashboards or identifying and delivering alternatives. Future monitoring reports will review achievement against these targets in addition to current year budget reductions. A summary of achievement of the budget reduction proposals is provided in the Annex Part (F).

4.5 Capital programme outturn

4.5.1 The original budget approved by Council on 10th March 2016 was further revised and approved by Council during the year to incorporate budgets brought forward from 2015-16, budgets carried forward into 2017-18, and any new schemes and grant approvals. The revised programme presented to Council on 31st May 2017 totals £18.356 million for 2016-17. The main changes from the capital programme presented to Council on 1st March 2017 included slippage of £7.670 million into 2017-18. This includes:

- £565,000 in relation to school modernisation schemes;
- £1 million fund set aside for parks and pavilion improvements to support successful Community Asset Transfers;
- £922,000 for Housing related / Disabled Facilities grants, as a result of timing differences between grant awards and householder claims. There was slippage against the Disabled Facilities Grants budget in previous years, due to delays with occupational health referrals, leading to a backlog, and this has had a knock-on effect to the ability to catch up in the following year. The commitment has carried forward into 2017-18. In addition, there was a delay in receipt of applications for Empty Homes Grants & Homes in Town Grants which has led to a further under spend. These grants should be fully spent in 2017-18;
- £480,000 in respect of the purchase of income-generating non-operational assets;
- £820,000 minor works schemes, due to completion of schemes rolled forward from the previous year, subsequent delays in commencing current year schemes, and limited capacity within the Built Environment service.

Other main changes included reduced budgets for a number of schemes in 2016-17, totalling £871,000, particularly in respect of the proposed replacement Mynydd Cynffig Primary School which has been removed from the capital programme.

4.5.2 Total expenditure as at 31st March 2017 is £18.266 million, resulting in an under spend of £89,000 on BCBC resources. This under spend will be returned to the capital receipts fund. Individual Directorate dashboards provide details of the individual schemes within the capital programme, showing the final budget available in 2016-17 compared to the actual spend. Commentary is provided explaining reasons for any major variations in expenditure against budget or changes to budget.

4.6 Earmarked Reserves

4.6.1 The Council is required to maintain adequate financial reserves to meet the needs of the organisation. The MTFs includes the Council's Reserves and Balances Protocol which sets out how the Council will determine and review the level of its Council Fund balance and Earmarked Reserves. During 2016-17, Directorates drew down funding from specific earmarked reserves and these were reported to Cabinet through the Monitoring Reports. The final Directorate draw down from reserves is set out in each of the Directorate Dashboards.

4.6.2 The draw down was £4.095 million from Corporate Reserves, £2.368 million from Directorate Reserves and £1.288 million in respect of a net movement on school balances.

4.5.3 At year end, the Protocol requires that the Chief Finance Officer reviews existing earmarked reserves, and consider requests from Directorates for new reserves or additional corporate reserves based on new risks or one-off pressures. This review has now been undertaken together with an assessment of the risks and pressures that are sufficiently 'known' or 'probable' over the MTFs period and for which an earmarked reserve is therefore required. This review has identified the need for £10.416 million to

create new or enhance existing corporate reserves including, in particular, reserves to help support the Capital Programme, to meet the cost of future service reconfigurations (including severance payments), to provide funding for the Extra Care Provision as agreed within the MTFS, to continue with the Council's Digital Transformation programme and to replenish the MTFS Contingency Reserve.

- 4.6.4 In determining what Directorate earmarked reserves are required, priority has been given to those demonstrating significant risk, those which are sufficiently 'known' or 'probable' and those for which funding needs to be set aside as a priority, with consideration given to any existing reserve balances. The total of new and replenishments to existing Directorate earmarked reserves is £2.093 million. The largest addition is £1 million to the Looked After Children's reserve to replenish the reserve and further enhance it following the draw down of almost £800,000 during the 2016-17 financial year. The total of additions/reclassifications as a result of the Chief Finance Officer's review is £12.509 million.
- 4.6.5 As per last year, under proper accounting practice as detailed in CIPFA's Code of Practice on Local Authority Accounting, all grants and contributions should be analysed to see whether there are specific conditions attached to them. When the conditions are actually satisfied the grant is credited to the Comprehensive Income and Expenditure Statement regardless of whether the actual expenditure has been incurred. In these cases the Council can decide to transfer the grant monies to an earmarked reserve to fund future expenditure. In 2016-17, there was £841,000 of new International Financial Reporting Standards (IFRS) Grants that have been transferred to earmarked reserves to ensure the funding is protected in accordance with the original terms and conditions of the grant or contribution.
- 4.6.6 There are also a number of 'equalisation of spend' reserves. These reserves ensure that expenditure that is incurred in a particular future year is smoothed over the period of the MTFS. These include the costs of Elections, Maesteg PFI funding, Building Control costs, Special Regeneration Fund projects and the preparation of the Local Development Plan. These have been enhanced by £647,000 at year end.
- 4.6.7 A full breakdown of the total movement on earmarked reserves as at 31st March 2017 is set out below. Total Reserves excluding the Equalisation of Grants and Spend is £44.418 million, an increase of £4.758 million from the start of the financial year. The remaining under spend on the revenue account of £356,000 will be transferred to the Council Fund.

Opening Balance 01-Apr-2016 £'000	Reserve	Movement during 2016-17 Financial Year		Closing Balance 31-Mar-2017 £'000
		Additions/ Reclassif- ication £'000	Drawdown By Directorates £'000	
	Corporate Reserves:-			
1,491	Asset Management Plan	155	(384)	1,262
356	Building Maintenance Reserve	442	(80)	718
631	Capital Feasibility fund	(194)	(188)	249
5,833	Capital Programme Contribution	6,193	(646)	11,380
1,950	Change Management	-	(362)	1,588
103	DDA Emergency Works	200	(121)	182
2,500	Digital Transformation	-	(564)	1,936
715	ICT & Finance Systems	710	(157)	1,268
2,035	Insurance Reserve	670	(370)	2,335
10,874	Major Claims Reserve	(2,080)	(343)	8,451
-	MTFS Budget Contingency	1,528	(528)	1,000
234	Property Disposal Strategy	56	(152)	138
-	Public Realm Reserve	200	(54)	146
5,625	Service Reconfiguration	2,536	(58)	8,103
92	Waste Management Contract	-	(88)	4
500	Welfare Reform Bill	-	-	500
32,939	Total Corporate Reserves	10,416	(4,095)	39,260
	Directorate Reserves:-			
471	Car Parking Strategy	(208)	(88)	175
31	Community Safety Reserve	-	-	31
1,331	Directorate Issues	198	(878)	651
48	Donations Reserve Account	2	-	50
-	Human Resources Reserve	25	-	25
824	Looked After Children	1,000	(788)	1,036
66	Partnership Reserve	-	-	66
76	Porthcawl Regeneration	188	(14)	250
-	Local Development Plan IT System	20	-	20
-	Property Reserve	250	-	250
-	Safe Routes to Schools	200	(29)	171
285	School Projects Reserve	168	(22)	431
-	Waste Awareness Reserve	250	-	250
26	Webcasting Reserve	-	(20)	6
1,409	Wellbeing Projects	-	(529)	880
4,567	Total Directorate Reserves	2,093	(2,368)	4,292
2,154	Delegated School Balances	-	(1,288)	866
39,660	Total Reserves exc Equalisation Res	12,509	(7,751)	44,418
	Equalisation and Grant Reserves			
-	IFRS Grants	841	-	841
152	Civic Parking Enforcement	22	-	174
12	Building Control	3	-	15
201	Election Costs	-	-	201
692	Highways Reserve	140	-	832
141	Local Development Plan	55	-	196
3,706	Maesteg PFI Equalisation	243	-	3,949
349	Special Regeneration Fund	184	-	533
5,253	Total Equalisation Reserve	1,488	-	6,741
44,913	TOTAL	13,997	(7,751)	51,159

5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES

- 5.1 Monitoring the Council's performance against its Corporate Plan forms part of the Council's Performance Management Framework.
- 5.2 As required by section 3 (budgetary control) of the Financial Procedure Rules; Chief Officers in consultation with the appropriate Cabinet Member are expected to manage their services within the approved cash limited budget and to provide the Chief Finance Officer with such information as is required to facilitate and monitor budgetary control.

6. EQUALITY IMPACT ASSESSMENT

- 6.1 There are no implications in this report

7. FINANCIAL IMPLICATIONS

- 7.1 These are reflected in the body of the report.

8. RECOMMENDATION

- 8.1 The Committee is requested to consider the year end performance against the Corporate Plan and note the projected financial position for 2016-17.

Darren Mephram
Chief Executive

Randal Hemingway
Head of Finance and Section 151 Officer

Contact Officer: Deborah Exton: Group Manager – Financial Planning and Budget Management ext 3604
Email: Deborah.exton@bridgend.gov.uk

Contact Officer: Yuan Shen, Group Manager, Corporate Performance, Partnerships and Transformation; ext. 3224;
Email: yuan.shen@bridgend.gov.uk.

BACKGROUND DOCUMENTS

None

Part (A) – Performance Summary

Improvement Priorities	Commitments				Indicators			
	TOTAL	R	A	G	TOTAL	R	A	G
Priority One: Supporting a successful economy	17	0	1	16	42	9	9	23
		0%	5.9%	94.1%		21.4%	21.4%	57.1%
Priority Two: Helping people to be more self-reliant	13	1	5	7	34	7	4	23
		7.7%	38.5%	53.8%		21%	12%	68%
Priority Three: Smarter use of resources	16	3	4	9	28	12	1	15
		18.8%	25%	56.3%		42.9%	3.6%	53.6%
Total for all Improvement Priorities	46	4	10	32	104	28	14	62
		8.7%	21.7%	69.6%		26.9%	13.5%	59.6%
Other Directorate Priorities					56	2	12	42
						4%	21%	75%
Total					160	30	26	104
						18.8%	16.2%	65%
No target or no data available or being cancelled					23			
Grand Total					183			

Part (B) Corporate Plan Indicators

Commitments	Directorate	Total No	Red	Amber	Green	No Data/Target/RAG
IP1 - Supporting a successful economy	OPS	1	0	0	1	0
	EFS	8	2	3	3	0
	Communities	11	1	1	9	0
	Cross-cutting	1	0	1	0	0
IP2 - Helping people to be more self-reliant	OPS	3	0	0	3	0
	SSWB	14	2	1	3	8
	EFS	1	1	0	0	0
	Communities	1	0	0	1	0
IP3 - Smarter use of resources	OPS	5	0	0	5	0
	Finance	3	3	0	0	0
	EFS	3	0	0	3	0
	Communities	4	3	0	1	0
	Cross-cutting	2	2	0	0	0
	Totals	57*	14	6	29	8

58 indicators in total – 1 has not been reported on throughout the year.

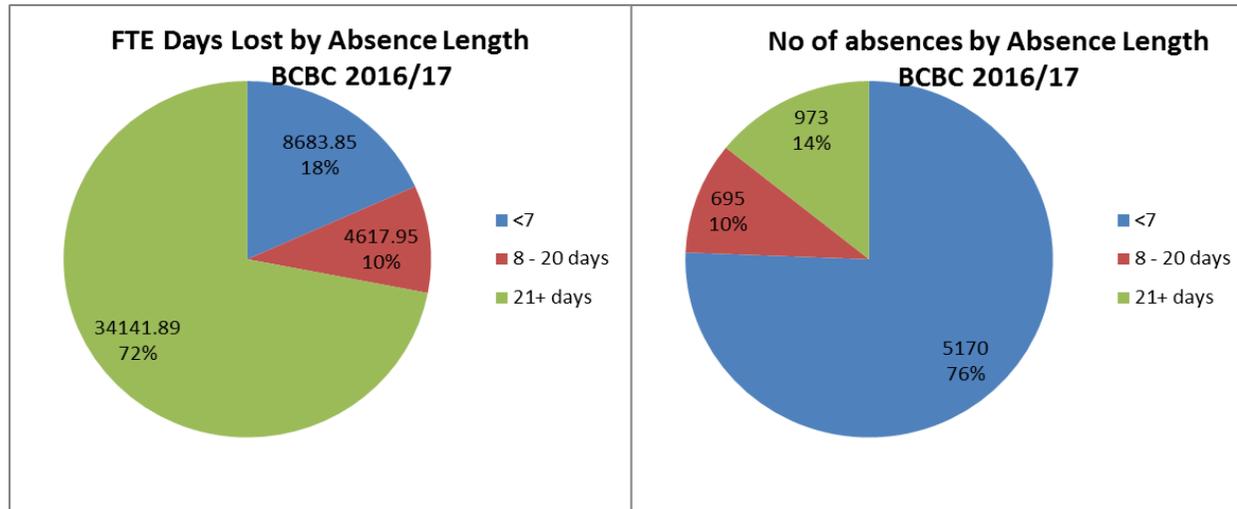
Part (C) - National Indicators (NSIs and PAMs)

Service	Number of indicators	Year-end cumulative -16-17			Number of indicators	Year-end cumulative -15-16		
		up	down	Same		up	down	Same
Education	11	8	2	1	11	9	0	2
Social Care (adult)	1*	0	0	0	1	1	0	0
Social Care (children)	2	1	1	0	2	0	2	0
Housing	2	1	1	0	2	0	2	0
Environment and Transport	7	4	3	0	7*	4	2	0
Planning and Regulatory Services	2	0	2	0	2	2	0	0
Leisure and Culture	2	0	2	0	2	1	1	0
Corporate Management	1	1	0	0	1	0	1	0
Total (number)	28	15	11	1	28	17	8	2

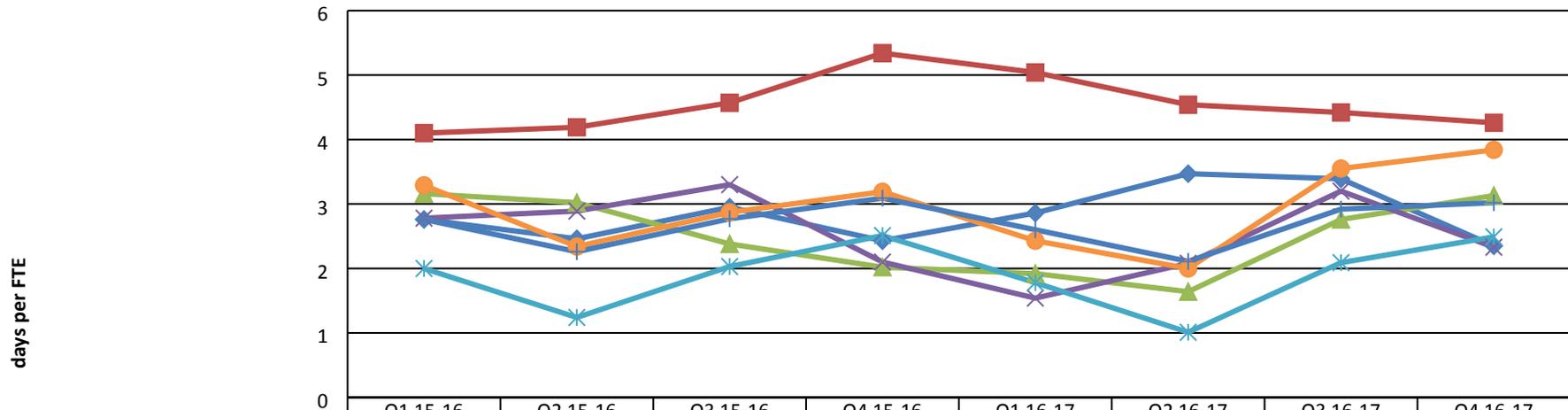
(* no comparative data available)

Part (D) - Sickness Absence

CHROO2 (PAM)- SICKNESS – Number of working days/shift per FTE lost due to sickness absence	Annual Target 16-17	Year End Cumulative Actual & RAG v Target	Trend v Year End 15-16	Wales Average 2015-16 Actual (NSI/PAM only)	Rank 15 - 16
	8.5	10.65	↑ 10.85	10.2	14
(CORPDRE5.3.13) Number of working days lost per FTE due to industrial injury	0.21	0.18	↑ 0.23	n/a	n/a
(CORPDRE 5.3.13ii) Total number of individual injury incidences	52	28	↑ 58	n/a	n/a



Trend of Directorate days lost per FTE by quarter



	Q1 15-16	Q2 15-16	Q3 15-16	Q4 15-16	Q1 16-17	Q2 16-17	Q3 16-17	Q4 16-17
◆ Communities	2.76	2.46	2.95	2.43	2.86	3.47	3.39	2.35
■ Social Services & Wellbeing	4.1	4.19	4.57	5.34	5.04	4.54	4.42	4.26
▲ Operational & Partnerships	3.16	3.02	2.38	2.02	1.92	1.64	2.76	3.13
✕ Finance	2.78	2.89	3.30	2.10	1.54	2.08	3.20	2.33
✱ Schools	2.00	1.24	2.03	2.51	1.78	1.01	2.09	2.49
● Education & FS	3.29	2.34	2.87	3.19	2.43	2.00	3.55	3.84
⊕ BCBC	2.76	2.26	2.77	3.09	2.60	2.11	2.92	3.02

Part (E) - Budget 2016-17

Directorate	Revised Budget 16-17 '000 (£)	Actual Outturn 16-17 '000 (£)	Actual over/(under) spend 2016-17 '000 (£)	Projected over/(under) spend Q3 16-17 '000(£)
Education and Transformation	108,238	107,653	(585)	(148)
Communities	24,871	24,517	(354)	26
Operational and Partnership Services	14,952	13,236	(1,716)	(1,989)
Chief Executives	4,268	3,467	(801)	(250)
Social Services and Wellbeing	61,383	62,560	1,177	836
Total Directorate Budgets	213,712	211,433	(2,279)	(1,525)

Part (F) – Budget reductions 2016-17

CORP6.1.1- Value of planned budget reductions achieved Total and (percentage)£000's	Annual Target 16-17	Year End Cumulative Actual & RAG v Target	Year End 15-16	2015-16 Actual (NSA/PAM only)	Wales Average 15-16	Rank 15 – 16
	7,477	5,632 (75%)	11,225	n/a	n/a	n/a

Value of planned budget reductions achieved (PI)	TARGET	Achieved	Variance
	'000 (£)	'000 (£)	'000 (£)
Education and Transformation	976	504	472
Communities	1,377	1,025	352
Operational and Partnership Services	985	985	0
Chief Executives	217	187	30
Social Services and Wellbeing	2,984	1,993	991
BCBC Total	7,477	5,632	1,845

Part (G) - High risks 2015-16 (score 15 and above)

Risk	Improvement Priority	Likelihood	Impact	Total score	Risk Owner
Making the cultural change necessary to deliver the MTFS	Links to all priority themes	6	4	24	Head of Finance
Welfare Reform	Links to all priority themes	6	3	18	Head of Finance
The economic climate and austerity	1 – Supporting a successful economy	4	4	16	Corporate Director Communities
Disposing of Waste	1 – Supporting a successful economy 3 – Smarter use of resources	4	4	16	Corporate Director Communities
Healthy Lifestyles	2 – Helping people to be more self-reliant	4	4	16	Corporate Director Social Services and Wellbeing, Corporate Director Communities and Corporate Director Operational and Partnership Services
Maintaining Infrastructure	1 – Supporting a successful economy	4	4	16	Corporate Director Communities
Educational Provision	Links to all priority themes	4	4	16	Corporate Director Education and Family Support
The impact of homelessness	2 – Helping people to be more self-reliant	5	3	15	Corporate Director Operational and Partnership Services
Equal pay claims	Corporate Governance	4	4	16	Head of Finance