

# BRIDGEND COUNTY BOROUGH COUNCIL

## INFORMATION REPORT TO CORPORATE OVERVIEW SCRUTINY COMMITTEE

25 JULY 2018

### REPORT OF THE CHIEF EXECUTIVE

#### COUNCIL'S PERFORMANCE AGAINST ITS COMMITMENTS FOR 2017-18

##### 1. PURPOSE OF REPORT

- 1.1 This report provides the Committee with an overview of the Council's performance in 2017-18, against its 2017-18 commitments to delivering the improvement priorities identified by its Corporate Plan 2016-20, reviewed for 2017-18.

##### 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, reviewed for 2017-18, which sets out the Council's improvement priorities and identifies actions to realise those priorities and its Medium Term Financial Strategy 2017-18 to 2020-21.

##### 3. BACKGROUND

- 3.1 In March 2017, the Council published its reviewed Corporate Plan 2016-20, for 2017-18. The Plan defined 38 commitments to deliver the three new Improvement Priorities and set out 53 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), setting out how it would use its reduced resources to support the improvement priorities.
- 3.3 Directorate Business Plans were developed to define service actions to carry out the 38 corporate commitments. Those plans also identified performance indicators for the year. In all, 185 indicators have been nominated by directorates to report to the Corporate Performance Assessment (CPA) Panel. Those indicators together measure corporate performance, which provides oversight of the Corporate Plan, service performance as well as national indicators. The data within the body of this report is subject to validation and therefore may yet change.
- 3.4 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

###### *Commitments*

- 4.1 The year-end data shows that 29 (78.4%) of the 37 commitments taken forward were completed (green), with another 6 (16.2%) achieving most of their milestones (amber), and only 2 (5.4%) missing most of its milestones (red). One commitment was cancelled during the year, following the decision to retain Raven's Court.

### *Corporate Performance Indicators*

- 4.2 Data were submitted for 172 of the 185 indicators. Of the 172 indicators with targets, 115 (66.9%) are on target, 22 (12.7%) are off target by less than 10% and 35 (20.4%) missed the target by more than 10%. There were 7 indicators with no data available at the year end and 6 had no target set. Detailed information is included in Part (A) of the Annex.
- 4.3 One hundred and thirty four of the indicators have trend data, of which 75 (56%) showed improvement or are at maximum performance and cannot be improved upon any further over the previous year. The table below shows how the Council performed in the last three years.

Performance Indicators Trend vs previous year	15-16 vs 14-15		16-17 vs 15-16		17-18 vs 16-17	
	No.	%	No.	%	No.	%
Better than last year	81	61%	52	61%	75	56%
Same as last year	19	14%	2	2%	8	6%
Worse than last year	33	25%	32	37%	51	38%
Total	133	100%	86	100%	134	100%

### *Corporate Plan Indicators*

- 4.4 Of the 53 indicators identified for the Corporate Plan 51 can be compared against their target: 35 (68.6%) met their target, 5 (9.8%) were off target by less than 10% and 11 (21.6%) missed the target by more than 10%. Data is not yet available for one indicator and for the other two no target was set for the year because they were new indicators. Detailed information is included in Part (B) of the Annex.
- 4.5 Trend data is available for 39 of the Corporate Plan indicators as they were carried forward from last year's Corporate Plan. Of the 39 indicators that can be compared, 16 (41%) showed an improvement over the year before, 17 (43.6%) showed a downturn, and 6 (15.4%) remained the same, 3 of which are at maximum performance.

### *National Performance Indicators*

- 4.6 There are in total 27 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 27 PIs, 17 (63%) are on target, 5 (18.5%) are off target by less than 10% and 5 (18.5%) are off target by more than 10%.
- 4.7 Trend data is available for 20 of the 27 indicators. Of these 10 (50%) showed improvement compared with the previous year and 10 (50%) showed a downturn. Detailed analysis of service PI performance is included in Part (C) of the Annex.

### *SSWB Performance Measurement Framework Indicators*

- 4.8 There are in total 35 indicators included in the SSWB Performance Measurement Framework, of which 24 are reported to CPA. At year end, data was submitted for all 24 indicators. Of those 24 indicators 15 (62.5%) are on target, 4 (16.7%) are off target by less than 10% and 5 (20.8%) are off target by more than 10%.

### *Sickness Absence*

- 4.9 In 2017-18, the average number of days lost through sickness absence per FTE is 10.85 days, compared with 10.65 days lost for 2016-17, missing the target set for the year of 8.5 days per FTE. Long Term Sickness remains high at 70%, but has reduced compared with 72% last year, and the short-term sickness absence rate has increased slightly from 28% in 2016-17 to 30% in 2017-18.
- 4.10 Sickness in relation to industrial injury at year end shows that the number of absences was 32, compared to 28 in 2016-17. Even though it is above the year-end target, it is worth noting that the target was substantially reduced to 25 for 2017-18, from 52 in 2016-17. The number of days lost due to industrial injury was 0.11 days per FTE, which is below the target of 0.17 days per FTE and an improvement on last year when the number of days lost per FTE was 0.18. Detailed information is included in Part (D) of the Annex.

#### *Budget*

- 4.11 At year end, an overall underspend of £346,000 has been achieved on Directorate budgets. A detailed breakdown of Directorate budgets, compared with actual outturn is set out in Part (E) of the Annex.

#### *Budget Reductions*

- 4.12 The budget approved for 2017-18 included savings of £5.852 million (compared with the savings total of £7.477 million for 2016-17). At the year end, £4.012 million (69%) of the savings proposals have been achieved. There is a shortfall of £1.840m, of which £1.234m relates to Social Services and Wellbeing, £365,000 to Communities, £166,000 to the Education and Family Support Directorate and £75,000 to the Chief Executive Directorate. A summary of the RAG status of the proposals is shown in the table in Part (F) of the Annex.

### **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.

### **6. EQUALITY IMPACT ASSESSMENT**

- 6.1 This report provides performance management information and has no negative equality implications.

### **7. WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015 IMPLICATIONS**

- 7.1 The wellbeing goals identified in the Act were considered when writing this report. As the report is for noting only it is considered there will be no significant or unacceptable impacts upon the achievement of the wellbeing goals/objectives as a result of this report.

### **8. FINANCIAL IMPLICATIONS**

- 8.1 This report has no financial implications.

### **9. RECOMMENDATION**

- 9.1 This report is for information purposes. The Committee is requested to note the year end performance 2017-18 against the Corporate Plan and include any issues requiring further scrutiny as part of the Committee's Forward Work Programme.

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## **BACKGROUND DOCUMENTS**

None

**Part (A) – Performance Summary**

Improvement Priorities	Commitments				Indicators (Q3)			
	TOTAL	R	A	G	TOTAL	R	A	G
<b>Priority One:</b> Supporting a successful economy	<b>11</b>	<b>2</b>	<b>0</b>	<b>9</b>	<b>31</b>	<b>8</b>	<b>7</b>	<b>16</b>
		18.2%	0%	81.8%		25.8%	22.6%	51.6%
<b>Priority Two:</b> Helping people to be more self-reliant	<b>12</b>	<b>0</b>	<b>3</b>	<b>9</b>	<b>49</b>	<b>7</b>	<b>5</b>	<b>37</b>
		0%	25%	75%		14%	10%	76%
<b>Priority Three:</b> Smarter use of resources	<b>14</b>	<b>0</b>	<b>3</b>	<b>11</b>	<b>38</b>	<b>12</b>	<b>4</b>	<b>22</b>
		0%	21.4%	78.6%		31.6%	10.5%	57.9%
<b>Total for all Improvement Priorities</b>	<b>37</b>	<b>2</b>	<b>6</b>	<b>29</b>	<b>118</b>	<b>27</b>	<b>16</b>	<b>75</b>
		5.4%	16.2%	78.4%		23.1%	13.7%	63.2%
Other Directorate Priorities					<b>54</b>	<b>8</b>	<b>6</b>	<b>40</b>
						15%	11%	74%
<b>Total</b>					<b>172</b>	<b>35</b>	<b>22</b>	<b>115</b>
						20.3%	12.8%	66.9%
No target or no data available or being cancelled					<b>13</b>			
<b>Grand Total</b>					<b>185</b>			

**Part (B) Corporate Plan Indicators**

Commitments	Total No	Red	Amber	Green	No Data/Target/RAG
IP1 - Supporting a successful economy	21	4	3	11	2 No target set / 1 Awaiting data
IP2 - Helping people to be more self-reliant	21	1	2	18	
IP3 - Smarter use of resources	11	6	0	5	
<b>TOTAL</b>	<b>53</b>	<b>11</b>	<b>5</b>	<b>34</b>	

**Part (C) – Public Accountability Measures**

Service	Number of indicators	Position at year end 17-18			Change in performance compared with 16-17		
		Red	Amber	Green	up	down	Same
Corporate Services	1	1	0	0	0	1	0
Education	4	1	2	1	0	3	0
Environmental Services	2	0	2	0	2	0	0
Housing	4	2	0	2	2	1	0
Leisure & Culture	2	1	1	0	0	2	0
Planning	2	0	0	2	0	0	0
Highways	3	0	0	3	2	1	0
Public Protection	1	0	0	1	1	0	0
Social Care	6	0	0	6	2	1	0
Waste	2	0	0	2	1	1	0
<b>Total (number)</b>	<b>27</b>	<b>5</b>	<b>5</b>	<b>17</b>	<b>10</b>	<b>10</b>	<b>0</b>

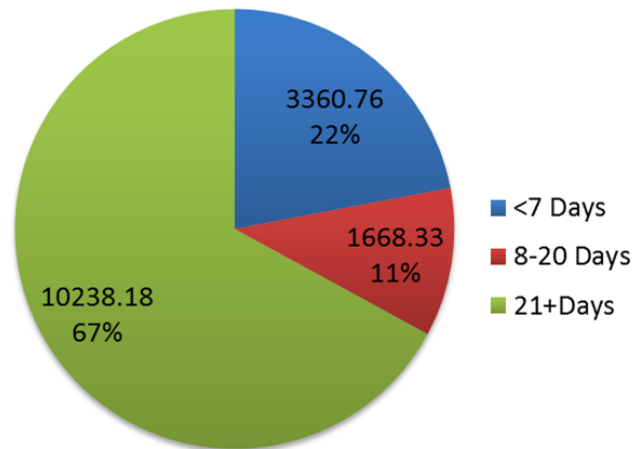
(\* no comparative data available)

**Part (D) - Sickness Absence**

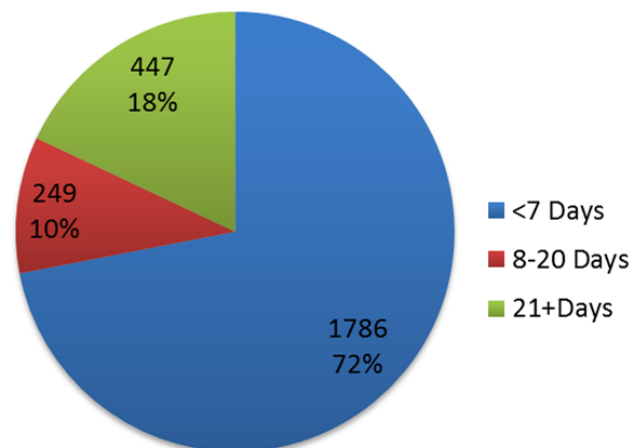
CHROO2 (PAM)- SICKNESS – Number of working days/shift per FTE lost due to sickness absence	Annual Target 17-18	Year End Cumulative Actual & RAG v Target	Trend v Year End 16-17	Wales Average 2016-17 Actual PAM	Rank 16 - 17

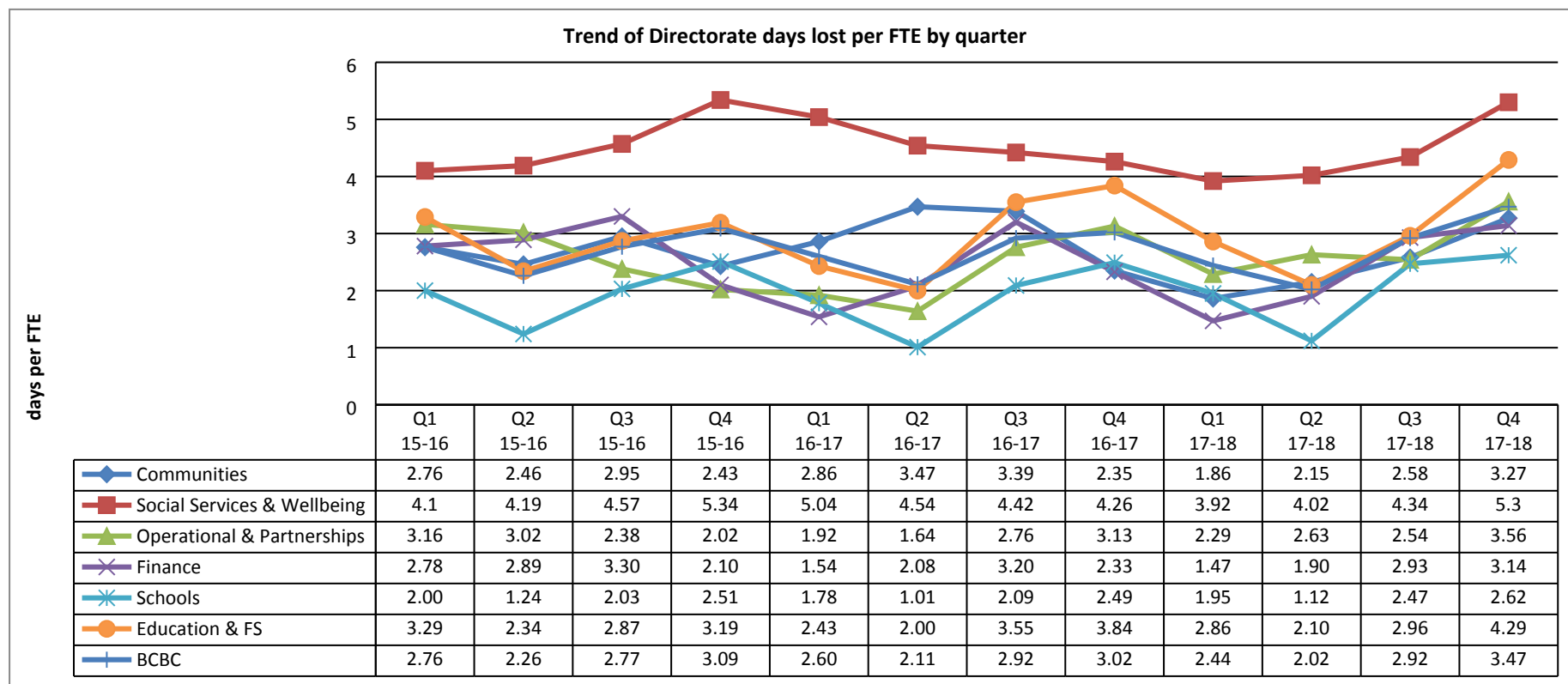
	8.5	10.85	↓ 10.65	10.3	13
<b>(CORPDRE5.3.13)</b> Number of working days lost per FTE due to industrial injury	0.17	0.11	↑ 0.18	n/a	n/a
<b>(CORPDRE 5.3.13ii)</b> Total number of individual injury incidences	25	32	↓ 28	n/a	n/a

FTE Days Lost - Q4 Absence Length Summary



No. of Absences - Q4 Absence Length Summary





### Part (E) - Budget 2017-18

Directorate	Revised Budget 17-18 '000 (£)	Actual Outturn 17-18 '000 (£)	Actual over/( under) spend 2017-18 '000 (£)	Projected over/(under) spend Q3 17-18 '000(£)
Education and Family Support	108,461	108,387	(74)	(166)
Communities	25,579	25,271	(308)	(12)
Operational and Partnership Services	15,388	14,259	(1,129)	(726)
Chief Executives	3,924	3,746	(178)	(171)
Social Services and Wellbeing	64,938	66,281	1,343	2,022
<b>Total Directorate Budgets</b>	<b>218,290</b>	<b>217,944</b>	<b>(346)</b>	<b>947</b>



**Part (F) – Budget reductions 2017-18**

<b>CORP6.1.1- Value of planned budget reductions achieved Total and (percentage)£000's</b>	<b>Annual Target 17-18</b>	<b>Year End Cumulative Actual &amp; RAG v Target</b>	<b>Year End 16-17</b>	<b>2016-17 Actual PAM</b>	<b>Wales Average 16-17</b>	<b>Rank 16 – 17</b>
	5,852	4,012 (69%)	5,632	n/a	n/a	n/a

<b>Value of planned budget reductions achieved (PI)</b>	<b>TARGET</b>	<b>Achieved</b>	<b>Variance</b>
	<b>'000 (£)</b>	<b>'000 (£)</b>	<b>'000 (£)</b>
Education and Family Support	577	411	166
Communities	767	402	365
Operational and Partnership Services	535	535	0
Chief Executives	414	339	75
Social Services and Wellbeing	2,283	1,049	1,234
Schools	869	869	0
Council Wide Budgets	407	407	0
<b>BCBC Total</b>	<b>5,852</b>	<b>4,012</b>	<b>1,840</b>

**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	5	4	20	Head of Finance
Supporting vulnerable children, young people and their families	2 -Helping people to be more self-reliant 3 -Smarter use of resources	5	4	20	Corporate Director Social Services & Wellbeing Corporate Director Education & Family Support
Maintaining Infrastructure	1 – Supporting a successful economy	5	4	20	Corporate Director Communities
Welfare Reform	Links to all priority themes	6	3	18	Head of Finance
Supporting adults at risk	2 Helping people to be more self-reliant 3 -Smarter use of resources	4	4	16	Corporate Director Social Services & Wellbeing
The economic climate and austerity	1 – Supporting a successful economy	4	4	16	Corporate Director Communities
Ineffective collaboration	Links to all priority themes	4	4	16	Chief Executive Corporate Director Social Services & Wellbeing
School modernisation	Links to all key priority themes	4	4	16	Corporate Director Education & Family Support
An unfunded NJC pay claim	Links to all key priority themes	4	4	16	Corporate Director Operational & Partnership Services Head of Finance
Implementation of Additional Learning Needs reform	Links to all key priority themes	4	4	16	Corporate Director Education & Family Support
Educational attainment	1 - Supporting a successful economy 2 - Helping people to be more self- reliant	4	4	16	Corporate Director Education & Family Support
Healthy Lifestyles	2 – Helping people to be more self-reliant	4	4	16	Corporate Director Social Services & Wellbeing
The impact of homelessness	2 – Helping people to be more self-reliant	5	3	15	Corporate Director Operational and Partnership Services