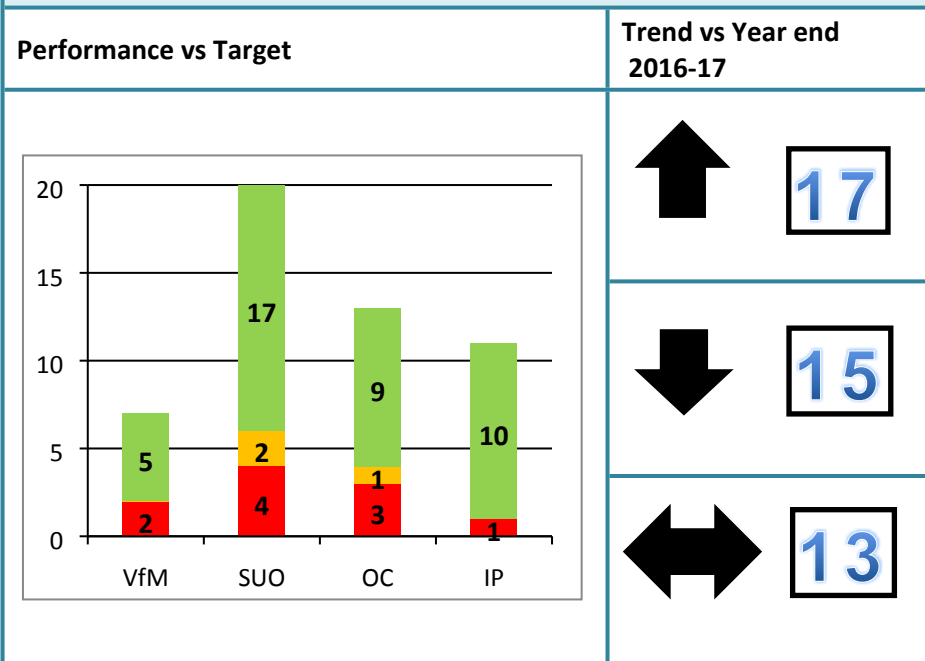


Operational and Partnership Services Directorate Performance

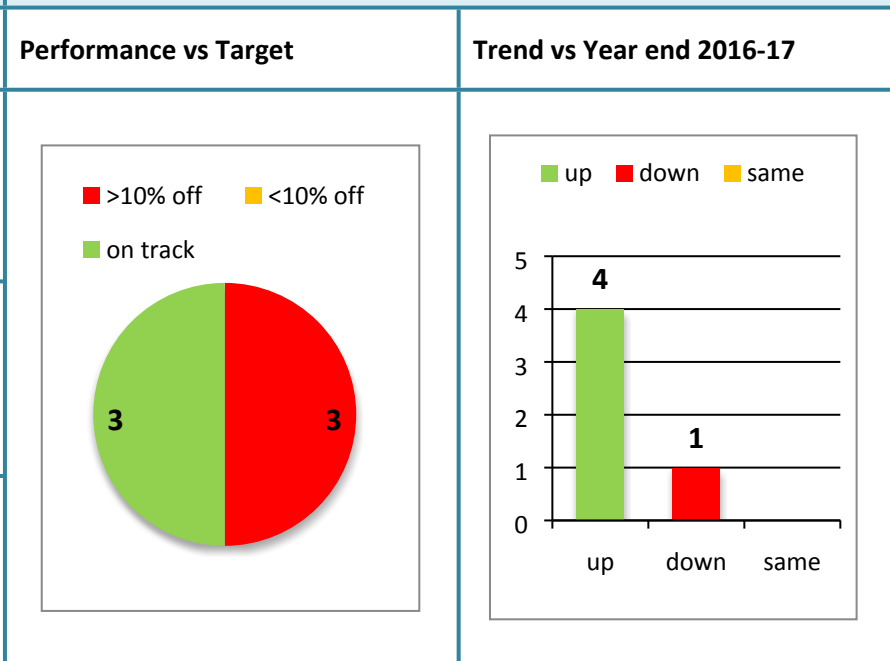
The directorate remains on track in terms of its performance and budget. Workforce planning has continued to support the filling of long term vacant posts through the appointment of new trainees and apprentices. Sickness targets have not been achieved due to key staff suffering accidents outside the workplace and some suffering serious illnesses. This is managed strictly in accordance with policy.

Commitments 2017-18	RAG – current progress against commitment			
	Total	Red	Amber	Green
Q4 2017-18 Directorate Commitments to delivering Corporate priorities				
Priority One – Supporting a successful economy	3	0	0	3
Priority Two – Helping people to be more self reliant	2	0	0	2
Priority Three – Smarter use of resources	7	0	0	7

All Indicators (incl. Finance and sickness PIs)



National Indicators



Finance

- Revenue Budget**
- The net revenue budget for the Directorate for 2017/18 is **£15.388 m**
 - The year-end outturn is **£14.259m** following draw down of **£584,000** from earmarked reserves, resulting in an under spend of **£1.129 million**
- Capital Budget**
- The capital budget for the Directorate for 2017/18 is **£4.609m**, with a capital spend for the year of **£4.005k** and slippage of **£604k** requested.

Efficiency Savings

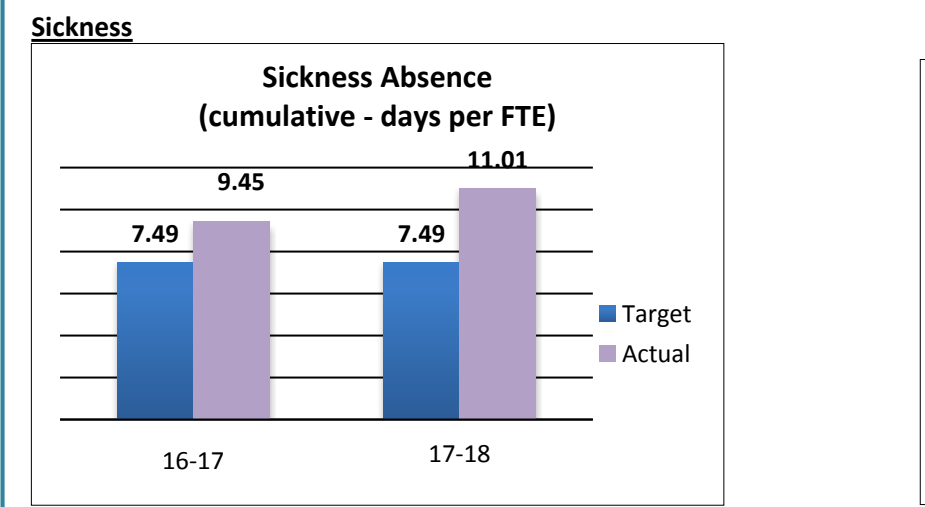
Savings (£000)	2017-18 YTD	%
Savings Target	535	100%
Likely to be achieved	535	100%
Variance	0	

Additional financial information is provided at the end of the report

Human Resources

Staff Number (FTE)

2016-17	2017-18
296.79	285.64



Unfortunately, an unusual incidence of injuries outside the workplace and ongoing treatment for serious illnesses have taken the Directorate over target. Absence is managed strictly within the policy.

Implications of Financial Reductions on Service Performance and other Key Issues/challenges

There are obvious implications for the continuing reduction of the budget. The Directorate has taken its responsibilities seriously and has made reductions whilst seeking to relieve the additional pressure placed on remaining staff through workforce planning and particularly by the training and development of staff to fill those vacancies and planning for future service cuts. Management has been restructured and additional resource placed in the training of the future workforce.

High Corporate Risks

Homelessness requires a review of corporate policy (if a priority) and is likely to require investment as this area has been used for budget reductions in the past.

Risk	Improvement Priority	Likelihood	Impact	Overall
Healthy Lifestyles	2	4	4	16
The impact of homelessness	2	5	3	15
An unfunded NJC pay claim	All	4	4	16
Compliance with the Welsh Language Standards	All	4	3	12
Implementation of the General Data Protection Regulation	3	6	2	12

HEAD of HR, OD and CUSTOMER SERVICE:**Head of Service Comment on Performance and Issues –**

Performance has been good in 2017/18 with most actions having achieved a “green” status. Attendance at management training has fallen below the expected target. There has been a particular problem with non-attendance and this is now being monitored closely. Some sessions were cancelled due to the training providers’ unavailability (health reasons and inclement weather).

IMPROVEMENT PRIORITY THREE: SMARTER USE OF RESOURCES

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.2.2	Automate most common internal processes to reduce transaction costs and streamline processes	GREEN	In relation to the developments in iTrent and the electronic library for job descriptions, whilst progress has been made in each of these areas, capacity has hampered the ability to advance these areas further.	
P3.4.1	Support managers to lead staff through organisational change	GREEN	A range of training provision has been available for managers, to equip them with people management skills. This has included accredited leadership and management programmes which have been fully funded through the Welsh Government Apprenticeship Programme (funded by the levy).	
P3.4.2	Provide the learning and development opportunities for staff to meet future service needs	GREEN	In relation to the 5 year Skills strategy, the pilot skills assessment has been completed and actions will be taken forward in Customer Services. Meanwhile training provision has continued, enabling those who wish to improve their Welsh language skills to do so.	
P3.4.3	Improve our understanding of citizens views by developing and promoting mechanisms that increase responses to consultations	GREEN	<p>The technical issues with the digital screen in Civic offices were resolved late in quarter four and can now be used as a mechanism to raise the profile of key consultations.</p> <p>During this quarter we have used the digital sessions we have attended to increase panel representation as an opportunity to raise the profile of other key consultations e.g. public conveniences and subsidised buses.</p> <p>We have made some links with partners in terms of improving our ‘easy read’ versions of surveys and will be looking at developing on this in readiness for the budget consultation later in 18/19 with the aim of increasing responses from those who require more accessible versions of the survey.</p> <p>With the new GDPR changes surrounding consent which will be effective from May 2018, we have used this as an opportunity to cleanse the database of over 2000 people who have told us they want to be kept up to date with key consultations. Although it is anticipated this will initially reduce the overall number it should help to increase the response rates from this group in the longer term.</p> <p>In the spring CP survey we have included questions asking about feedback on the panel and consultation and engagement methods and this information can help us to shape future activities for the panel as well as separate consultation exercises.</p> <p>During 18/19 we will be looking at improving our internal processes which support the Citizens Panel such as mailing and analysis of paper copies of surveys. If achievable having a more effective system for analysing paper surveys can be rolled out for all consultations and will allow the team to be able to report on results more efficiently.</p> <p>The consultation and engagement team will be undertaking further training in 18/19 to help them develop their skills and knowledge of relevant survey software.</p>	

Performance Indicators

PI Ref No, PI Type, PAM/Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 17-18	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
Service User Outcomes								
DOPS4 CP Priority 3	Increase the number of interactions (percentage increase on the previous year) from citizens on the corporate social media accounts (Facebook and Twitter) <i>Higher preferred</i>	10% increase	5%	93.9%	↑ 11.3%	n/a	n/a	<p>Quarterly Indicator Target setting: Target for 2017-18 is a further 5% increase in interactions. Target based on strong part year performance in 2016-17</p> <p>We've achieved 69,414 interactions compared with 35,803 last year – an increase of 93.9% for the year.</p> <p>Our social media activity during the two instances of snow in March attracted large levels of interaction. This was supplemented by activity around the Mayor's Citizenship Awards, introduction of recycling and waste enforcement, and the public conveniences and supported bus routes consultations, as well as the introduction of the bilingual social media accounts.</p> <p>Facebook advertising surrounding fostering and consultation activity contributed 208,882 during the quarter.</p> <p>PLEASE NOTE this is an unprecedented increase in interactions due in large part to the two instances of snowfall and also the ongoing high level of interactions surrounding the new recycling and waste contract, heightened further by the two bag enforcement. This isn't a figure that should be used to benchmark for increases in future years and instead we should continue with a 5% increase on last year's target of 37593 to give us an objective 39473 for 18/19 as we would not be able to meet this level of interactions again in normal circumstances let alone achieve a 5% increase.</p>
DRE6.7.1 Local Priority 3	Customer Service Centre: Percentage of calls answered within 30 seconds <i>Higher preferred</i>	70%	70%	71.98%	↓ 78.33%	n/a	n/a	<p>Quarterly Indicator Target setting: Target set to maintain performance Q4 perf = 57.96% Target achieved despite there being an increased volume in calls due to council tax calls being routed to TCC from 1pm</p>
DRE6.7.2 Local Priority 3	Customer Service Centre: Percentage of customers seen within 10 minutes <i>Higher preferred</i>	70%	70%	69.42%	↓ 77.13%	n/a	n/a	<p>Quarterly Indicator Target setting: Target set to maintain performance Q4 perf =57.8 % There was a decrease in the last quarter due to staff sickness and increased volume which impacted on the annual target figure.</p>
DRE6.7.3 Local Priority 3	Percentage of correspondence responded to within 5 working days (written enquiries received by the Customer Service Centre will be responded to within 5 working days) <i>Higher preferred</i>	100%	100%	100%	↔ 100%	n/a	n/a	<p>Quarterly Indicator Target setting: Target set to maintain performance</p>

PI Ref No, PI Type PAM /Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
DRE6.7.4i Local Priority 3	Citizens' Panel – percentage rating service very good or fairly good: Phone <i>Higher preferred</i>	75%	75%	58%	↓76%	n/a	n/a	Annual Indicator Target setting: Target set to maintain performance The panel survey was delayed because of capacity issues and issues with Imail which have caused delays with the paper surveys. The survey will now be open until the first week of June to allow sufficient time for those who complete paper surveys to respond. Data will be available from 22 June.
DRE6.7.4ii Local Priority 3	Citizens' Panel – percentage rating service very good or fairly good: Customer Service Centre <i>Higher preferred</i>	75%	75%	69%	↓78%	n/a	n/a	Annual Indicator Target setting: Target set to maintain performance See above
DRE6.7.5 Local Priority 3	Percentage of citizens surveyed who said that their individual access requirements are met when contacting the Council via the Customer Service Centre. <i>Higher preferred</i>	60%	75%	79%	↑75%	n/a	n/a	Annual Indicator Target setting: Target set to maintain performance See above
DRE6.7.6 Local Priority 3	Develop targeted marking / techniques to help improve representation on the Citizens Panel with the aim of increasing engagement with the following groups: Those responding electronically, Welsh speakers, younger people (16-34), disabled groups and underrepresented wards <i>Higher preferred</i>	10%	10%	20.4%	↑19.8%	n/a	n/a	Quarterly Indicator Target setting: Target is a 10% increase Target set to improve performance Increase overall from December 2017 to March 2018 of 71 members: • Jan 18 6 new members • Feb 18 29 new members • March 18 36 new members. Two keys consultations (supported bus and public conveniences) and a recruitment drive will have contributed to the increases. Recruitment drive throughout March involved attendance at digital mornings, SHOUT group and Pavilion Tea Dance. Increase in online residents from 1162 to 1214 = 4.5% increase for quarter Increase in Welsh speakers 46 to 48 = 4.4% increase for quarter Increase in 16-24 year olds 44 to 45 = 2.3% for quarter Increase in Disabled people from 294 to 304 = 3.4% for quarter The underrepresented wards remained unchanged = 3 wards in total under represented. We will carry out a further recruitment drive in Q1 of 2018/19 for Caerau, Llangynwyd and Bettws – current under represented wards.
Organisational capacity (C)								
DOPS36 CP Priority 1	The number of apprenticeships available across the organisation <i>Higher preferred</i>	10	15	31	n/a	n/a	n/a	Annual indicator – New indicator for 2017-18. Data for actuals not comparable between 2016-17 and 2017-18. Target setting: We aim to see a 50% increase in apprenticeship opportunities
DOPS5 CP Priority 3	The number of managers receiving training to improve their people management skills (including absence management) <i>Higher preferred</i>	200	200	179	↓231	n/a	n/a	Quarterly indicator Target setting: The 200 target is additional staff to be trained, taking account of staff turnover and level of training previously undertaken Annual Performance: 179 managers have received training to improve their people management skills. Some managers will have attended at least on training course. A number of courses have needed to be cancelled during the year due to both insufficient numbers booking onto the available dates and unavailability of the training provider due to weather conditions and ill health. Attendance at external training is being monitored by CMB.

PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
DOP55(i) Local Priority 3	Percentage of managers receiving training to improve their people management skills <i>Higher preferred</i>	n/a	80%	77.2%	↑ 66.5%	n/a	n/a	Quarterly indicator New indicator for 2017-18. Target set at 80% to improve on 2016-17 actual (66.5%) Annual Performance: The % target has not been met. This has been influenced by a number of factors; level of interest in the training; non attendance: and availability of trainer. This training is targeted at those at Grade 12 and above and whilst other managers and supervisors have attended this training, these are not included in this PI. This was actually the case in Q4, as those attending training were below Grade 12. NB This is not a cumulative PI as it measures training provided in previous years also.
DOP55(ii) Local Priority 3	Percentage of managers who have received training on managing short term absence and or long term absence <i>Higher preferred</i>	54%	80%	50.1%	↓ 54%	n/a	n/a	Quarterly indicator New for 2017-18. Target set to improve on 2016-17 actual of 54%.Percentage report on absence mgt separately from DOP55 as the baseline figures differ Annual Performance: The % target has not been met. This has been influenced by a number of factors; level of interest in the training; non attendance: and availability of trainer. This training is planned to meet identified need as opposed to a fixed group of employees. Therefore the baseline changes regularly, which causes difficulty measuring as a percentage. Attendance at face to face training is being monitored by CMB NB This is not a cumulative PI as it measures training provided in previous years also.
DRE6.6.4i CP Priority 3	Percentage of employees completing e-learning modules <i>Higher preferred</i>	40%	45%	50.2%	↓ 59.1%	n/a	n/a	Quarterly Indicator Target setting: Improving target is based in current performance against target. E-learning has continued to offer employees opportunities to improve knowledge and in some cases skills in order to carry out their responsibilities. Additional e-learning modules have been launched during the year.
DOP56 CP Priority 3	Number of employees receiving training to improve Welsh Language skills <i>Higher preferred</i>	150	75	81	↓ 295	n/a	n/a	Quarterly Indicator Target setting: Target set to reflect demand in 2017-18 following high number of staff trained in 2016-17
DRE6.5.6 Local Priority 3	Percentage of Return to work forms completed (excluding schools) <i>Higher preferred</i>	90%	90%	98.8%	↓ 99%	n/a	n/a	Quarterly Indicator Target setting: Target set to maintain performance

HEAD OF PERFORMANCE and PARTNERSHIP SERVICES

Head of Service Comment on Performance and Issues –

Performance and budget has generally been on target across the service area. The performance of the "Disabled Facilities Grants" has been impacted due to reassessments and requirement changes. However it is recognised that, going forward, the performance must improve and a review of the DFG process is underway which will see additional resource added with regards to Occupational Therapy. The service area continues to support the directorate's drive for organisational development through the embedding of apprenticeship programmes within staff structures.

IMPROVEMENT PRIORITY ONE: SUPPORTING A SUCCESSFUL ECONOMY

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.1	Continue to work with the Cardiff Capital Regional Skills and Employment Board and other BCBC led projects to help shape employment opportunities, including continuing to capture apprenticeship opportunities, and develop a skilled workforce to meet those needs	GREEN	The Council worked with the Public Service Board members to develop a local skills strategy to improve qualification level among their workforce. A task and finish group was established to work on the strategy. The recommendations of the group were reported to the PSB in September and were incorporated in the draft PSB well-being plan.	
P1.1.2	Work with individuals and families who are unemployed, economically inactive, experiencing in-work poverty, face barriers to work or are in or at risk of poverty, to improve their job opportunities	GREEN	<p>The Communities First programme ended on the 31st March and during the year exit strategy actions were put in place to end any commitments that were unable to be taken forward eg small SLA arrangements, contract arrangements with CAB, and deal with HR and redundancy matters for the staff that were left at the end of the programme. Although some delivery continued in the lead up to March much of it was reduced due to reducing staffing levels.</p> <p>The on-going Communities 4 Work project remains in place and the new C4W+ has been subject to on-going discussion with Welsh Government. Both of these programmes have been transferred to another team to form part of a county wide single employability theme. This has brought together key employability projects under the Skills and Sustainable Development Manager.</p>	
P1.1.3	Work with partners and communities to develop a tackling poverty strategy and better align our anti-poverty efforts to target areas where there is an increasing proportion of workless households with children	GREEN	During the year, the Council worked with Welsh Government to align the Welsh Government tackling poverty grants. Bridgend is a pilot on the pathfinder programme relating to the poverty grants, with the Path Finder status being granted. A central poverty grants team is being setup which will review and develop the strategy as well as support funding flexibility.	

IMPROVEMENT PRIORITY TWO: HELPING PEOPLE TO BE MORE SELF RELIANT

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.2.4	Work with households and partners to help prevent homelessness, including supporting care leavers to secure appropriate accommodation	GREEN	<p>A pilot homelessness early intervention service has been commissioned and awarded. The contract start date was 1st August 2017. The service is called "Early Doors" and enables private sector landlords to easily contact the support provider at an early stage when their tenants begin to fall into difficulties in paying their rent. The service attempts to provide wrap around intensive support to the tenant offering advice, assistance and support, with the aim of preventing a possible eviction.</p> <p>Interim supported temporary accommodation has been commissioned and awarded. The contract start date is 1st April 2018. As part of this contract, supported accommodation will be offered to people who have substance misuse issues that wish to become abstinent as well as people who are owed a homelessness duty.</p>	
P2.3.1	Work with partners and schools to support carers by providing the right information, advice and assistance where relevant	GREEN	Engagement with partners has occurred and questionnaires have been circulated to capture data to evaluate the current situation. During Q4, Bridgend Carers centre has provided support to 652 Carers, 88 Adult Carers Assessments have been completed and 20 Young Carers Assessments have been completed. A commissioned provider (Action for Children) are now delivering the work in schools; during this quarter 2700 pupils participated in school assemblies, and 150 pupils participated in young carers PSE lessons.	

PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and preferred outcome	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
Value for money								
DOPS40 Local Priority 2	The percentage of Supporting People Programme accommodation based units that have been void (empty) in the quarter <i>Lower preferred</i>	n/a	<5%	3.4%	n/a	n/a	n/a	This is a new indicator and will be reported at the end of the year. Recording mechanisms are being set up to review and monitor voids and will be reported on a quarterly basis in future years Target setting: Improving target set based on number of voids in 2016-17 The data reported is for QTR4. The indicator is reliant on data from external support providers. As data for all providers was not available the reported figure is an indicative figure based on the sample of providers for whom data was available.
PSR004 PAM/013 Other	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 st April that were returned to occupation during the year through direct action by the local authority <i>Higher preferred</i>	7.86%	7.86%	3.48%	↑ 2.2%	8.79	18 th	Annual Indicator Target setting: Target to be kept the same. Performance of this indicator is mainly reliant on owners of empty properties engaging with the Local Authority. Engagement has been relatively low over the past few years and a survey of owners is currently underway to establish the reasons for this and establish what help owners would like to bring their empty properties back into use.

PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
DOPS8 Local Other	The percentage reduction in spend on bed & breakfast temporary accommodation for homeless households <i>Higher preferred</i>	25%	25%	-38.7%	74.5% ↓	n/a	n/a	Quarterly indicator Target set to continue to improve performance 2017-18 target - reduction greater than 25% Figure being reported is cumulative QTR1, QTR2, QTR3 and QTR4. Spend on B&B accommodation in QTR4 increased significantly due to there being limited availability of other forms of accommodation and issues with the applicants placed. Therefore, performance worsened in QTR4.
PAM/014 Other	Number of additional dwellings created as a result of bringing empty properties back into use <i>Higher preferred</i>	n/a	0	0	n/a	n/a	n/a	Quarterly indicator – New indicator for 2017-18 Target setting: The number of additional dwellings created as a result of bringing empty properties back into use can be only be reported for properties that have received an empty homes grant or an empty property loan. Those properties receiving a grant or loan in the year have been for like for like and not conversion into additional dwellings. Therefore the target was zero as it was not expected that any additional dwellings would be created. Target set in March following national guidance notes. The number of additional dwellings created as a result of bringing empty properties back into use can be only be reported for properties that have received an empty homes grant or an empty property loan. Those properties receiving a grant or loan in the year have been for like for like and not conversion into additional dwellings.
Service User Outcomes								
DCO16.3ii Local Priority 1	Number of participants we expect to work under Communities First (BESP and Communities for Work) <i>Higher preferred</i>	549	366	659	↑ 469	n/a	n/a	Quarterly indicator Target setting: The target for 2017-18 has been reduced due to the fact that the C1st programme is closing next year and activities will be tapered off during the year
DOPS38 CP Priority 1	Percentage of children living in households where no one is working <i>Lower preferred</i>	n/a	n/a	14.9%	↑ 19.4%	n/a	n/a	Annual indicator – New indicator for 17-18 Target setting: This indicator is not suitable for target setting as the figures are dependant on external factors over which we have no control. The figure (14.9) is most recent data available, which was released on 13/12/17. It is the data for 2016. The data for 2017 calendar year is not available until November 2018.
DOPS39 CP Priority 2	The percentage of people presenting as homeless or potentially homeless, for whom the Local Authority as a legal responsibility to provide suitable accommodation <i>Lower preferred</i>	<23.60%	14.07%	9.4%	n/a	n/a	n/a	Quarterly indicator Target setting: The Council's priority is to prevent homelessness. We have a strategy in place, hence the lower target.
DOPS41 CP Priority 2	The percentage of people who feel they are able to live more independently as a result of receiving an adaptation to their home <i>Higher preferred</i>	n/a	75%	87.7%	n/a	n/a	n/a	This is a new indicator and will be reported at the end of the year. Recording mechanisms are being set up to collate information and will be reported on a quarterly basis in future years Target setting: Target for this new indicator is based on existing studies undertaken on the effectiveness of housing adaptations QTR3 and QTR4 2017-18 data is based on people who had a DFG 6 months prior to the quarter (QTR1 and QTR2 2017-18) and responded to the survey. The reported figure is cumulative.

PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
DOPS42 Local Priority 3	Percentage of households that register for My Account <i>Higher preferred</i>	n/a	Establish baseline	n/a	n/a	n/a	n/a	Annual indicator Target setting: There is no baseline data to help set a target for 2017-18 My Account is being launched in April 2018 and therefore this indicator is no longer relevant for 2017/18
DOPS44 Local Priority 3	Percentage of contract awarded in line with programme guidelines and on time <i>Higher preferred</i>	n/a	100%	100%	n/a	n/a	n/a	Annual indicator New for 2017-18. Target set at 100% - The highest service standard we aim to maintain.
PSR002 PAM/015 Other	The average number of calendar days taken to deliver a Disabled Facilities Grant <i>Lower preferred</i>	231	<208	282.55	↓ 242.41	224	13th	Quarterly indicator Target Setting: The target has been set with the objective of sustaining performance Some of the children's cases completed in the year took longer than normal due to the families, who remain in the properties whilst works are on-going, having to reconfigure their living and sleeping space to enable the works to take place. There were a number of cases completed that required re-assessments by the Occupational Therapists which resulted in additional works being added into the schemes which in turn took longer to complete. There continues to be a backlog of referrals awaiting processing by the Occupational Therapist Service which has resulted in a lower number of bathroom and stairlift adaptations being completed in the financial year, which in turn has impacted upon the indicator figure.
PSR009a Local Other	The average number of calendar days taken to deliver a Disabled Facilities Grant for: Children and young people <i>Lower preferred</i>	421	379	485.83	↓ 421.18	n/a	n/a	Quarterly indicator Target Setting: The target has been set with the objective of sustaining performance Some of the children's cases completed in the year took longer than normal due to the families, who remain in the properties whilst works are on-going, having to reconfigure their living and sleeping space to enable the works to take place. There were a number of cases completed that required re-assessments by the Occupational Therapists which resulted in additional works being added into the schemes which in turn took longer to complete. There continues to be a backlog of referrals awaiting processing by the Occupational Therapist Service which has resulted in a lower number of bathroom and stairlift adaptations being completed in the financial year, which in turn has impacted upon the indicator figure. that required re-assessments by the Occupational Therapists which resulted in additional works being added into the schemes which in turn took longer to complete.
PSR009b Local Other	The average number of calendar days taken to deliver a Disabled Facilities Grant for Adults <i>Lower preferred</i>	221	199	266.51	↓ 225.16	n/a	n/a	Quarterly indicator Target Setting: The target has been set with the objective of sustaining performance Performance: There were a number of cases completed that required re-assessments by the Occupational Therapists which resulted in additional works being added into the schemes which in turn took longer to complete. The two fast track scheme contracts (bathing grant and stair lift grant) ended in Q2 2017/18 and are in the process of being re-commissioned.
DOPS15 PAM/012 Local Priority 2	Percentage of applicants who were prevented from becoming homeless <i>Higher preferred</i>	65.14%	70.73%	77.3%	↑ 75.2%	n/a	n/a	Quarterly indicator The target is set to be greater than 70.73%

PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
DOPS33 Local Other	Percentage of ICT service users surveyed who rated the overall service received as Excellent, Very Good or Good <i>Higher preferred</i>	90%	90%	96.31%	95.55% ↑	n/a	n/a	Quarterly Indicator Target set to maintain performance.
DOPS35 Local Other	Percentage of statutory responsibilities undertaken by the Corporate Performance, Partnerships and Projects Team that fail to meet requirements <i>Lower preferred</i>	0%	0%	0%	0% ↔	n/a	n/a	Annual Indicator Target setting: Low is good. We aim to achieve the best result for the Council.
Organisational Capacity (C)								
DOPS47 Local Other	Number of performance indicators that are qualified by external auditors <i>Lower preferred</i>	n/a	0	0	↔0	n/a	n/a	Annual Indicator – New indicator for 17-18 Target setting: Low is good. We aim to achieve the best result for the Council
DOPS48 Local Other	Percentage of internal and external clients reporting satisfaction with quality of support provided by the CPP Team <i>Higher preferred</i>	n/a	Establish baseline	n/a	n/a	n/a	n/a	Annual Indicator – New indicator for 17-18 Target setting: We don't have baseline data to help set a target for the year. Unable to collect data for this indicator due to organisational constraint with regard to obtaining staff feedback.
DOPS43 Local Priority 3	Percentage of staff whose need for project and programme management training is met through E-learning module or other means <i>Higher preferred</i>	n/a	Establish baseline	42%	New for 17-18	n/a	n/a	Annual Indicator – New indicator for 17-18 Target setting: There is no baseline data to help set a target for 2017-18. During the year, 42 members of staff completed the e-learning module to meet their needs for project and programme management.
Internal Processes								
DOPS49 (FIN3.2.2) Local Priority 3	Number of services that are available to the public online <i>Higher preferred</i>	6	2	0	↔0	n/a	n/a	Annual Indicator Target setting: 2 Services - Focus is on 2 core services In 2017-18 Council Tax & Revenues and Benefits (by end of year) Even though all the work had been tested and signed off before the end of the financial year, we didn't launch My Account until April, so in theory we didn't put any service online by the deadline. (Jan 2018)
DOPS34(a) Local Other	Availability of voice and data network (%) <i>Higher preferred</i>	99.99%	99.9%	100%	↔100%	n/a	n/a	Quarterly Indicator Target setting: Set to maintain performance
DOPS34(b) Local Other	Availability of storage area network (core computing) (%) <i>Higher preferred</i>	99.9%	99.9%	100%	↔100%	n/a	n/a	Quarterly Indicator Target setting: Set to maintain performance

PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and preferred outcome	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
DOPS34(c) Local Other	Availability of core applications (as defined in the ICT Strategy), central printers and multi-functional devices and network connected devices <i>Higher preferred</i>	99.90%	99.9%	99.97%	↑ 99.91%	n/a	n/a	Quarterly Indicator Target setting: Set to maintain performance

CORPORATE DIRECTOR

IMPROVEMENT PRIORITY THREE: SMARTER USE OF RESOURCES

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 2017-18 budget.	GREEN	Complete	
P3.5.1	Review procurement processes to ensure best value is achieved through eProcurement and utilising national and regional arrangements	GREEN	Within the corporate procurement unit we reviewed how we procure goods, works and services following corporate guidance and on time. The introduction of category management has successfully developed working relationships both internally and externally. We continued to utilise national and regional arrangements for common and repetitive spend – this reduced cost and resource to allowed us to concentrate on strategic projects and achieve optimum value for money. Working strategically to get more for less meant that we had to work closely with the third sector and support volunteering. Our procurement approach has changed and we look at innovation and co-production working.	
P3.5.2	Monitor the corporate contracts register to ensure compliance and opportunities to aggregate spend	GREEN	The council's corporate contracts register was fully established. It allows the corporate procurement unit to monitor and review spend, ensure compliance and look for opportunities to collaborate. It also informs the contract manager when contracts are expiring, which contributes to our overall forward work plan. Contracts were monitored throughout the financial year and will continue to be monitored.	

Performance Indicators

Value for money

PI Ref No	PI Description	Annual target 17-18 £'000	Performance as at Year End						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DLR6.1.1.vi CP feeder Priority 3	Value of planned budget reductions achieved (OaPs)	535	0	0	0	0	535	100%	

PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
Value for money								
DOPS7 CP Priority 3	Percentage of tenders above EU threshold compliant with the Public Contracts Regulations 2015 that are compliant <i>Higher preferred</i>	100%	100%	100%	↔ 100%	n/a	n/a	Annual Indicator Target setting: Less than 100% compliance would risk reduced efficiency
DOPS32 Local	Percentage saving from the provision of legal services in-house compared with the equivalent service provided via the external solicitors framework <i>Higher preferred</i>	30%	30%	60.35%	↔ 60.35%	n/a	n/a	Annual indicator Target setting: To be 30% cheaper than comparable external service
Service User Outcomes								
PPN-009 PAM/023 Other	The percentage of food establishments which are 'broadly compliant' with food hygiene standards <i>Higher preferred</i>	94%	94%	96.69%	↑ 94.7%	95.16%	14th	Quarterly indicator Target setting: Target set in line with previous performance
DOPS17 Local Other	The total number of formal committee meetings made available to the public using webcasts <i>Higher preferred</i>	10	10	12	↓ 13	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance and weighted towards Q3 and Q4.
DOPS27 Local Other	Percentage of customers offered an appointment regarding marriage / civil partnership within 5 days <i>Higher preferred</i>	95%	95%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
DOPS29 Local Other	Percentage of satisfied customers (Registrars Service) <i>Higher preferred</i>	95%	95%	100%	↑ 99.5%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
DOPS31 Local	Percentage of client satisfaction survey respondents who consider the service provided by the legal service department to be either good or excellent <i>Higher preferred</i>	95%	95%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
Organisational Capacity								
DOPS37 Local CP feeder Priority 1	The number of apprentices in the directorate <i>Higher preferred</i>	6	3	12	n/a	n/a	n/a	Annual indicator – New indicator for 17-18 Target setting: To support the corporate plan target to see a 50% increase in apprenticeship opportunities Annual Performance: During the 12 month period there were 17 Apprentices employed. At 1st April 2017 there were 6 Apprentices in post with a further 11 being appointed during the year. At 31st March 2018 there were 12 Apprentices in post.

PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
CHRO02vi PAM CP feeder Priority 3	Number of working days per full time equivalent lost due to sickness absence (OaPs) <i>Lower preferred</i>	7.49	7.49	11.01	↑ 11.83	10.3	13	Quarterly indicator
DOPS18 Local Priority 3	Number of working days lost to industrial injury (OaPs) per FTE <i>Lower preferred</i>	0	0.003	0	↑ 0.0016	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
DOPS19 Local Priority 3	Number of industrial injury incidents (OaPs) <i>Lower preferred</i>	0	1	0	↑ 1	n/a	n/a	Quarterly Indicator Targets based on the outturn from 2016/17
DOPS30 Local Other	The average number of chargeable hours per FTE fee-earner in the legal service department <i>Higher preferred</i>	1200	1200	1460.13	↑ 1420.8	n/a	n/a	Quarterly indicator Target setting: 100 hours (chargeable) per month
Internal Processes								
DOPS24 Local Other	The percentage of minutes submitted for approval to the next meeting of the Committee / Panel <i>Higher preferred</i>	90%	90%	90.23%	↓ 93.38%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
DOPS25 (a) Local Other	Percentage of births registered within 42 days <i>Higher preferred</i>	99%	99%	99%	↑ 98.47%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
DOPS25 (b) Local Other	Percentage of still-births registered within 42 days <i>Higher preferred</i>	98%	98%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
DOPS26 Local Other	Percentage of customers registering a birth or death seen within 30 mins of arrival <i>Higher preferred</i>	90%	90%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
DOPS28 Local Other	Percentage of applications dealt within 7 days of receipt <i>Higher preferred</i>	95%	95%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
DOPS45 Local Other	The number of staff identified at being at risk having received appropriate manual handling training <i>Higher preferred</i>	n/a	100	100	n/a	n/a	n/a	Annual indicator - New indicator for 17-18 Target setting : All identified staff to receive training
DOPS46 Local Other	Number of OaPs Directorate vehicles that are checked and maintained in accordance with the appropriate procedures <i>Higher preferred</i>	n/a	20	20	n/a	n/a	n/a	Quarterly indicator – New indicator for 17-18 Target setting: 5 vehicles each quarter

Additional Financial Information – Main Revenue Budget Variances updated

The net budget for the Directorate for 2017-18 was £15.388 million and the actual outturn was £14.259 million, following draw down of £584,000 from earmarked reserves, resulting in an under spend of £1.129 million. The most significant variances are:

OPERATIONAL AND PARTNERSHIP SERVICES DIRECTORATE	Net Budget £'000	Final Outturn £'000	Final Variance Over/(Under) Budget £'000	% Variance
Housing Options and Homelessness	1,556	1,048	(508)	-32.6%
Legal (including Admin)	2,480	2,220	(260)	-10.5%
Member and Mayoral Services	1,857	1,554	(303)	-16.3%
HR & Organisational Development	1,646	1,555	(91)	-5.5%
Customer Services	1,284	1,078	(206)	-16.0%
ICT	3,891	4,264	373	9.6%

Housing Options and Homelessness

- The net under spend of £508,000 is a combination of reduced costs on temporary accommodation of £110,000, following the receipt of non-recurrent grant funding, and also vacancy savings of £116,000 across the service, including community safety. There is also an under spend against the Housing Prevention budget of £221,000. Funding from this budget was set aside to undertake essential works at Brynmenyn Hostel, but this has been delayed until 2018-19, so the corresponding amount of funding has been placed into an earmarked reserve to enable the works to progress in 2018-19.

Legal Services

- The under spend on legal services is mainly due to staffing vacancies, and some under spends on non-pay budgets. The service has identified £190,000 MTFs staff savings in 2018-19.

Member and Mayoral Services

- The majority of the actual under spend (£239,000) is in respect of the Members' Community Action Fund, following the delay in implementation after the Council elections in May 2017. Any under spend will be carried forward and ring-fenced for members to use prior to the end of October 2018, as agreed in the training provided.

HR and Organisational Development

- The under spend is mainly staff related (£66,000) and relates to staff vacancies. The service has identified £43,000 of MTFs staff savings in 2018-19.

Customer Services

- The under spend is mainly staff related and is made up of vacant posts together with temporary secondments. The service has identified £116,000 of staff savings in 2018-19.

ICT

- The net over spend has arisen following a decision by Council to use revenue under spends to fund ICT capital on a one-off basis. The additional revenue contribution was £818,000 in 2017-18. Without this revenue contribution the service would have under spent by £445,000. This was mainly made up of staff related costs (£294,000) and software costs (£200,000). There were other over spends across the service to the value of £49,000. The service has identified MTFs savings of £210,000 in 2018-19.

Additional Financial Information – Capital Budget Monitoring Variances 2017-18

Main Scheme	Revised Budget 2017/18	Total Expenditure to 2017/18	Over/ (Under) budget	Slippage Requested	Comments
ICT Laptop Replacement (Life Expired)	250	223	- 27	27	
Civic Desktop PC's	120	-	- 120	120	To be spent in 2018-19
Digital Meeting Spaces	150	21	- 129	129	To be spent in 2018-19
Target Hardening Grants	-	3	3	-	Overspend offset by Housing Renewal Schemes
Empty Homes Grant	-	130	130	-	Overspend offset by Housing Renewal Schemes
Comfort Safe & Security Grants	-	10	10	-	Overspend offset by Housing Renewal Schemes
Emergency Repair Lifetime Grant	-	30	30	-	Overspend offset by Housing Renewal Schemes
Housing Renewal/Disabled Facilities Grants	2,705	1,993	- 712	209	
Homes in Town Grant	-	330	330	-	Overspend offset by Housing Renewal Schemes
Brynmenyn Homelessness Unit	120	1	- 119	119	

Additional Financial Information – Budget Reduction Monitoring Variances 2017-18

Overall budget reductions have been achieved.

Budget Reduction Proposal	Original 2017-18 £'000	Amount of saving likely to be achieved £000	Mitigating Actions
Restructure of Legal, Democratic and Procurement.	150	135	Savings made elsewhere due to reallocation of target.
To reduce number of staff in HR, OD and Communications and business support	140	118	Savings made elsewhere because the MTFS saving target was reallocated within the directorate.
Call tariff efficiency	40	25	Savings made from Software
Review non staff budgets for communications, supplies training and equipment	65	155	None required
Staff restructure	60	22	Remainder of target met from Performance section of Legal.

Sickness broken down by Service Area

Unit	FTE 31.03.2018	QTR4 2016/17			QTR4 2017/18			Cumulative Days per FTE 2017/18	Cumulative Days per FTE 2016/17	Target 2017/18
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Human Resources and Organisational Development	99.03	395.93	39	4.06	396.17	45	4.00	13.92	9.99	7.49
ICT	58.24	89.00	16	1.58	185.00	25	3.18	6.69	6.41	
Legal Section	44.91	236.00	12	5.44	103.65	21	2.31	7.11	13.11	
Housing & Community Regeneration	40.30	123.54	19	2.14	217.76	21	5.40	18.55	8.13	
Corporate Performance and Transformation Team	14.00	5.00	3	0.38	17.00	5	1.21	2.27	5.04	
Register Office	4.30	1.49	1	0.35	22.70	1	5.28	14.31	8.48	
Business Support & CMB Support	22.86	77.00	5	3.37	71.32	11	3.12	6.89	8.89	
OAPS TOTALS	285.64	927.95	95	3.13	1015.60	131	3.56	11.01	9.45	

Number of FTE days lost by absence reason - Cumulative 2017/18

Reason	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	35.00	1.10%
Chest & Respiratory	57.50	1.80%
Eye/Ear/Throat/Nose/Mouth/Dental	95.88	3.01%
Genitourinary / Gynaecological / Pregnancy	23.00	0.72%
Heart / Blood Pressure / Circulation	39.39	1.24%
Infections	409.94	12.85%
Injury	50.00	1.57%
MSD including Back & Neck	322.46	10.11%
Neurological	75.07	2.35%
N1H1 Virus	0.00	0.00%
Other / Medical Certificate	70.00	2.19%
Pregnancy related	48.05	1.51%
Return to Work Form Not Received	80.95	2.54%
Stomach / Liver / Kidney / Digestion	201.40	6.31%
Stress / Anxiety / Depression / Mental Health	1406.24	44.09%
Tests / Treatment / Operation	274.60	8.61%
TOTALS	3189.47	

KEY:

Commitments		Action	
Red	<p>A RED status usually means one or more of the following:</p> <ul style="list-style-type: none"> • A significant negative variance against the budget or savings of more than 10%. • Delays against key milestone/s of more than 10% of the total length of the planned action. • Problems with quality that lead to significant additional costs/work. • Significant lack of resources which cannot be resolved by the directorate. • PIs identified to measure success of the commitment are mostly red. • Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed all the benefits not achieved. 	CPA/Scrutiny committee should ask the pertinent chief officer/s to provide an explanation or conduct a review to identify the root causes of the red status and put in place an action plan to prevent further deterioration and minimise the damage caused to the overall organisation.	
		<p>Performance Indicators (RAG)</p> <table border="1"> <tr> <td>Red (alert)</td> <td>Performance is worse than target by 10% or more</td> </tr> </table>	
Red (alert)	Performance is worse than target by 10% or more		
Amber	<p>An AMBER status usually means one or more of the following:</p> <ul style="list-style-type: none"> • A negative variance against the budget or savings of less than 10%. • Delays against critical milestones less than 10% of the total length of the planned action. • Problems with quality but not causing delay. • Lack of resources which can be resolved by the pertinent chief officer/s (e.g. via virement within the budget or managing vacancies). • PIs identified to measure success of the commitment are a mixture of red, amber and green. • Dissatisfaction or resistance from stakeholders addressed by the pertinent chief officer/s. 	CPA/Scrutiny Committee should maintain a watching brief over Amber projects/commitments but not necessarily intervening. They may ask chief officers to provide mitigation actions to prevent amber from moving into the red.	
		<p>Performance Indicators (RAG)</p> <table border="1"> <tr> <td>Amber (caution)</td> <td>Performance is worse than target by under 10%</td> </tr> </table>	
Amber (caution)	Performance is worse than target by under 10%		
Green	<p>A GREEN status usually means one or more of the following:</p> <ul style="list-style-type: none"> • The forecast expenditure is on budget. • Milestone/s on track to complete on time. • Quality at expected levels. • No resource problems. • PIs identified to measure success of the commitment are mostly green. • Stakeholders satisfied with the outcome. 	CPA/Scrutiny Committee can let officers progress with the delivery of the planned actions. Assurance from the underlying data should indicate that the milestone is truly green.	
		<p>Performance Indicators (RAG)</p> <table border="1"> <tr> <td>Green (clear)</td> <td>Performance is equal to or better than target</td> </tr> </table>	
Green (clear)	Performance is equal to or better than target		
Performance Indicators (Trend)		Performance Indicator types	
↑	Performance improved vs same quarter of previous year	CP	Corporate Plan indicator
↔	No change in performance vs same quarter of previous year	PAM	Public Accountability Measure (National Indicator)
↓	Performance declined vs same quarter of previous year		