

CHIEF EXECUTIVE – PERFORMANCE Q2

Directorate performance continues to mainly be on target with agreed objectives and milestones. However, there are some notable exceptions, in particular relating to DFG's, where a full review of systems is being undertaken in line with previous CPA discussions to implement a long term and more sustainable and effective solution to lowering completion times. Directorate sickness performance is marginally up on the same quarter last year, with a consistent issue across the Directorate relating to stress and anxiety absence and an increase in long term sickness. A range of initiatives are being implemented to seek to mitigate and address this. The in year budget position is being managed effectively with an underspend anticipated, predominantly caused by staff vacancies being held in preparation for future MTFS savings. Progress has been made in key areas during this quarter including the completion of the HR/OD review and implementation.

Commitments 2019-20					RAG – current progress against commitment			
Q2 2019-20 Directorate Commitments to delivering Wellbeing objectives					Total	Red	Amber	Green
Wellbeing objective One – Supporting a successful economy					2	0	0	2
Wellbeing objective Two – Helping people to be more self reliant					4	0	0	4
Wellbeing objective Three– Smarter use of resources					8	0	0	8
Finance								
Revenue Budget								
<ul style="list-style-type: none"> The net revenue budget for the Directorate for 2019-20 is £18.573m. The current year-end projected outturn is £17.688 m with an under spend of £885,000. 								
Capital Budget								
<ul style="list-style-type: none"> The capital budget for the Directorate for 2019-20 is £4.22m, with no foreseen under or over spend to planned budget. 								
Efficiency Savings								
Savings (£000)			2019-20 YTD	%				
			£000					
Savings Target			1,464	100%				
Likely to be achieved			1,384	95%				
Variance			80	5%				
Additional financial information is provided at the end of the report								
All Indicators (incl. Finance and sickness PIs)								
Performance vs Target					Trend vs Q2 2018-19			
National Indicators					Performance vs Target			
Human Resources								
Staff Number (FTE)								
2018-19			2019-20					
389.69			383.39					
Sickness								
As indicated in the overview there has been a small increase in Directorate sickness compared with this quarter last year which is above the target set. Stress, anxiety, depression and mental health is the most prevalent reason for absence. Greater support for staff, both importantly before they go off sick and also when they have reported absent, is being implemented, including referrals for counselling support, mindfulness courses and a review of flexible working practices to seek to address this.								
Implications of Financial Reductions on Service Performance and other Key Issues/challenges					High Corporate Risks			

The Directorate continues to hold a large number of staff vacancies across most services. Sometimes this has been caused by difficulties in recruiting (e.g. Housing/ Homelessness support) but in other areas vacancies are being held in view of future MTFS savings to avoid future redundancy costs. Some areas of service continue to be stretched, and interim arrangements are widespread in, for example, finance. The restructure proposals agreed recently at Council will allow some of these issues to be addressed in quarters 3 and 4.

Residual Risk	Wellbeing Objective	Likelihood	Impact	Overall
The council is unable to make robust medium to long term decisions requiring service change	3	3	5	15
The council is unable to identify and deliver infrastructure required in the medium to longer term	1 and 3	3	5	15
The council is unable to plan for and recover from major threats to service continuity such as civil emergencies, school failure, cyber-attack and discontinuation of funding streams and major contracts	All	4	4	16

Head of Performance and Partnerships

Wellbeing Objective One: Supporting a successful economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.4	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	The Family Support Service have supported 461 clients in the six month period April to September 2019, 86% of these being new clients supported by the service. The majority of clients in the year to date have received support in the following areas: <ul style="list-style-type: none"> • Basic financial advice/training • Individual budgeting advice • Support to develop a weekly budget • A benefits health check 	

Wellbeing Objective 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	GREEN	This is an on-going objective to meet the Housing Wales Act to prevent where possible final duty homelessness. This includes liaising with landlords, private sector etc. It also links to the Housing Support Grant funded projects such as Early Doors, Shelter/Debt advice, Housing First, etc working with 3rd sector organisations and RSL's.	
P2.2.6	Work with owners of empty properties to turn empty properties into homes to help increase the supply of homes for rent and sale.	GREEN	Empty Properties Strategy going to Cabinet on 19th Nov for final adoption. Work being undertaken by the Empty Properties Officer to liaise with property owners, where necessary taking enforcement action.	
P2.2.8	By following our 'One Council' principle ensure that all services available work better together to provide vulnerable children with seamless support when needed and prevent them from becoming looked after.	GREEN	Continued to build on the second phase of the outcomes mapping as reported last quarter, expected completion of this task is the end of Q3. The performance monitoring framework remains in development with an initial draft being used during Q3 to monitor a small number of providers with a view of being fully operational early January 2020	

Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.4.3	Improve and promote mechanisms that increase responses to consultations.	GREEN	Progress continued to be made to ensure a youth and easy read version of the budget consultation paper was available. Community groups were also engaged by using a range of techniques including one to one support to complete surveys, discussion groups and click pads. We have also increased the use of clicker-pad technology during the Budget Consultation period and used promotional materials such as posters, flyers and business cards to aid promotion of the consultation. An explainer video was also developed and used on the website, social media channels and the digital screens within the Contact Centre to promote the budget consultation. A QR code was also created to ensure easy access to the online surveys for residents.	

<p>P3.4.4</p>	<p>Develop the Council's ability to engage with the public through social media.</p>	<p>GREEN</p>	<p>Work has been underway to audit our social media channels and implement new strategies and tactics to grow our social media channels, which contribute towards the council's ability to engage with the public through social media. Since implementing new tactics to our social media strategy at the start of July 2019, we have seen a significant growth in interactions.</p> <p>New tactics that have been put in place include:</p> <ul style="list-style-type: none"> • Using different features for specific projects (Facebook Events, Facebook and Twitter Polls, Instagram Stories and Facebook Live etc.) • Strategic planning of content calendar with new posting days/times included. • Adding awareness days/weeks/months ahead of the month for better planning and sourcing content. • Posting on new popular days and times • Polls • Design quote graphics for all Facebook posts that don't have photos for better engagement • Boomerang videos • Live video • Stories • Facebook events • Trending hashtag on Twitter • User generated content <p>Being more strategic when we post content on our channels has enabled us to engage with the public at the most popular times and days that people are online which has also contributed to a growth in number of interactions.</p> <p>User generated content on Instagram has proven popular and has increased our interactions with the public in Quarter 2. Instagram stories with use of boomerang has worked well and for A-level and GCSE results day with hundreds of people viewing these videos. Trending hashtags on twitter has increased reach and engagement such as #Goingtoxford on A-level results week.</p> <p>Polls are also proving an effective way of engaging with the public and the latest consultation poll had 400 votes. We have also held a live Q&A for the budget consultation with other service areas considering this live debate to engage with the public.</p>	
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PERFORMANCE INDICATORS

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17-18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Q2 Target	Q2 Cumulative Act & RAG	Trend vs Q2 18-19	Wales Avg 18-19 PAMs	BCBC Rank 18-19 PAMs	Comments
Value for money											
<p>PSR004 (PAM/013) CP WBO 2</p>	<p>The percentage of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by the local authority. <i>Higher preferred</i></p>	3.48%	7.86%	8.41%	5%	n/a	n/a	n/a	4.6%	5 th	<p>Annual indicator Target setting: No info on PMS Performance:</p>
<p>PAM/045 CP WBO 2</p>	<p>Number of additional dwellings created as a result of bringing empty properties back into use. <i>Higher preferred</i></p>	New PAM 19/20	New PAM 19/20	New PAM 19/20	5	n/a	n/a	n/a	Not suitable to average	Not suitable to rank	<p>Annual indicator Target setting: Target estimated based on the All Wales figure achieved. The figure has been set to recognise that the work on empty properties will see incremental improvements. Performance:</p>
Service User Outcomes											
<p>DOPS15 (PAM/012) CP WBO 2</p>	<p>Percentage of households threatened with homelessness successfully prevented from becoming homeless. <i>Higher preferred</i></p>	68.6%	75.17%	70.6%	70%	70%	69.7%	66.7% ↑	67.9%	9 th	<p>Quarterly indicator Target setting: Target for 2019-20 adjusted following clarification on calculation from Data Cymru Performance: This is a new target for the PI. When this indicator was a local indicator rather than a PAM, we had applied exclusions. Data Cymru confirmed there should be no exclusions and therefore we have amended the target accordingly for 2019/20 to reflect this. Housing are shortly to implement a new case management system to include online applications which will allow staff to focus more on homelessness prevention in order to meet this target going forward.</p>

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17-18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Q2 Target	Q2 Cumulative Act & RAG	Trend vs Q2 18-19	Wales Avg 18-19 PAMs	BCBC Rank 18-19 PAMs	Comments
DOPS39 CP WBO 2	The percentage of people presenting as homeless or potentially homeless, for whom the Local Authority has a final legal duty to secure suitable accommodation. Lower preferred	9.42%	12.85%	8.1%	11.85%	11.85%	3.5%	7.6% ↑	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. Performance:
DOPS41 CP WBO 2	The percentage of people who feel they are able to live more independently as a result of receiving a DFG in their home. Higher preferred	87.7%	75%	100%	80%	80%	95.5%	100% ↓	n/a	n/a	Quarterly indicator Target setting: Target increased to recognise system improvements put in place, but set at a realistic level to reflect that the DFG process is part of a Transformation Project. Performance:
CED26 Local WBO 2	Percentage of providers that are in fully compliant contracts. Higher preferred	New 19/20	New 19/20	New 19/20	100%	100%	100%	n/a	n/a	n/a	Quarterly indicator Target setting: New for 2019-20. Target set to achieve full compliance Performance: Contract and performance monitoring undertaken to date details full contract compliance. A draft version of the formal monitoring framework will be used to monitor a small number of providers within the flexible funding arrangement during quarter three prior to full implementation of a consistent monitoring framework by January 2020.
CED5 Local WBO 3	Percentage of first call resolutions. Higher preferred	New 18/19	Establish baseline	52.12 %	52.2%	52.2%	76.2%	48.64% ↑	n/a	n/a	Quarterly indicator Target setting: 2019-20 target set to improve upon 2018-19 actual (baseline) Performance:
CED6 Local WBO 3	Percentage of contact: telephone (English and Welsh). Lower preferred	New 18/19	Establish baseline	66.4%	66.3%	66.3%	55.5%	69.4% ↑	n/a	n/a	Quarterly indicator Target setting: 2019-20 Target set to decrease on the 2018-19 baseline actual figure. Indicator will be measure of channel shift in line with the digital transformation project Performance:
CED7 Local WBO 3	Percentage of contact: face to face (English and Welsh). Lower preferred	New 18/19	Establish baseline	14.7%	14.6%	14.6%	15.3%	15.3% ↔	n/a	n/a	Quarterly indicator Target setting: 2019-20 Target set to decrease on the 2018-19 baseline actual figure. Indicator will be measure of channel shift in line with the digital transformation project Performance: There has been an increased in face to face contact during this quarter due to the issues specifically relating to school transport and concessionary travel. These issues resulted in people visiting Civic wanting to see someone
CED8 Local WBO 3	Percentage of contact: email (English and Welsh). Lower preferred	New 18/19	Establish baseline	7.9	7.8	7.8	9.6%	7.7% ↓	n/a	n/a	Quarterly indicator Target setting: 2019-20 Target set to decrease on the 2018-19 baseline actual figure Performance: There has been a slight increase in the number of emails received this quarter compared to Q1. Across all contact channels, the email channel remains the least favourable for customers and we will continue to develop online solutions to encourage self-serve. We are also looking to develop an online form to replace the "talktous" email address to help reduce this channel further and to ensure we capture all relevant information at the first point of contact.
DOPS4 CP WBO 3	Increase the number of interactions from citizens on the corporate social media accounts (Including Facebook and Twitter). Higher preferred	93.9%	5%	6.17%	5%	2.5%	4.08%	2.98% ↑	n/a	n/a	Quarterly indicator Target setting: Target set to improve performance. 5% increase on previous year actual Performance: 15,816 interactions in quarter 2 (July, August and September) 33854 interactions so far this year. 4.08% PI progress. 81.7% of yearly PI target
DOPS44 Local WBO 3	Percentage of contracts awarded in line with programme guidelines and on time. Higher preferred	100	100	100	100	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: Target set at 100% - The highest service standard we aim to maintain Performance:

Ref No, PI Type, link to WBO	PI Description and <i>preferred outcome</i>	Actual 17-18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Q2 Target	Q2 Cumulative Act & RAG	Trend vs Q2 18-19	Wales Avg 18-19 PAMs	BCBC Rank 18-19 PAMs	Comments
CED13 Local Other	Percentage of contact online (Customer Services) via My Account Higher preferred	New 18/19	Establish baseline	11.0%	11.1%	11.1%	19.6%	9.7% ↑	n/a	n/a	Quarterly indicator Target Setting: 2019-20 target set to increase on 2018-19 actual figure Performance:
DRE6.7.6 Local WBO 3	Develop targeted marketing/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. Higher preferred	20.4	5	-47	5	5	17	-51 ↑	n/a	n/a	Quarterly indicator Target Setting: Target set to improve performance Performance: During Q2 we have had one live consultation, the 2019 MTFS Budget consultation. This has seen around 2000 survey completions to date and at the end of this survey respondents were taken to the CP sign up landing page. This has resulted in a significant increase in sign-ups during Q2. The Consultation and Engagement Team have attended community events during this period including the Pen Y Fai FunDay, Maesteg Community Hub open day, CF31 market, the Bridgend Show and Rescue Fest. Again this has led to an increase in membership and a decrease in underrepresented wards.
CED32 Local Other	The average number of days taken to deliver preventative discretionary housing grants. Lower preferred	New 19/20	New 19/20	New 19/20	Establish baseline	n/a	10.05	n/a	n/a	n/a	Quarterly indicator Target Setting: New Indicator for 2019-20 - Baseline setting only Performance:
PSR002 (PAM/015) Other	The average number of calendar days taken to deliver a Disabled Facilities Grant. Lower preferred	282.55	208	290.76	250	250	344.38	338.15 ↓	207.3	20th	Quarterly indicator Target Setting: Target set to improve upon actuals for 2018-19 and previous years, but also recognise that the DTG team is currently part of a Transformation Project which will take time to complete and implement changes. Performance: Changes in this quarter are a result of the team reviewing long standing cases being worked on by agents which have not been brought to a conclusion. This review has meant on-going dialogue with the agents to re-enforce the 12 month timescale for delivery and ensuring that information is current. The Agent's performance has a direct influence on this PI as once the application is in the hands of an agent, BCBC's control on delivery is reduced.
PSR009a Local Other	The average number of calendar days taken to deliver a Disabled Facilities Grant for: Children and young people. Lower preferred	485.83	400	572.25	472	472	517	572.25 ↑	n/a	n/a	Quarterly indicator Target Setting: Target set to improve upon actuals for 2018-19 and previous years, but also recognise that the DTG team is currently part of a Transformation Project which will take time to complete and implement changes. Performance: Changes in this quarter are a result of the a review of the current waiting list applications and follow up actions by the DFG team and Housing Occ Health therapist which has reviewed applications, reviewed needs and discussed with the Children's OT's at the POW hospital. Where applications had not been followed through – they have been reviewed to determine whether needs have escalated/changed, whether further assessments required and whether expectations are eligible or deliverable.
PSR009b Local Other	The average number of calendar days taken to deliver a Disabled Facilities Grant for Adults. Lower preferred	266.51	199	273.16	250	250	336.35	311.4 ↓	n/a	n/a	Quarterly indicator Target Setting: Target set to improve upon actuals for 2018-19 and previous years, but also recognise that the DTG team is currently part of a Transformation Project which will take time to complete and implement changes. Performance: Same comment as PSR002 (PAM015)
DOPS33 Local Other	Percentage of ICT service users surveyed who rated the overall service received as Excellent, Very Good or Good. Higher preferred	96.31%	90%	96.30 %	90%	90%	95.88%	97.57% ↓	n/a	n/a	Quarterly indicator Target setting: To maintain performance. Performance:

Ref No, PI Type, link to WBO	PI Description and <i>preferred outcome</i>	Actual 17-18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Q2 Target	Q2 Cumulative Act & RAG	Trend vs Q2 18-19	Wales Avg 18-19 PAMs	BCBC Rank 18-19 PAMs	Comments
Internal Processes											
DOPS49 (FIN3.2.2) CP WBO 3	Number of services that are available to the public online. Higher preferred	0	5	5	3	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: Target 2019-20 set to reflect work involved - 3 additional services to be made available online in 2019-20 Performance:
DOPS34 (a) Local Other	Availability of voice and data network (%). Higher preferred	100%	99.99%	100%	99.99%	99.99%	100%	100% ↔	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Performance:
DOPS34 (b) Local Other	Availability of storage area network (core computing) (%). Higher preferred	100%	99.9%	100%	99.90%	99.9%	100%	100% ↔	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Performance:
DOPS34 (c) Local Other	Availability of core applications (as defined in the ICT Strategy), central printers and multi-functional devices and network connected devices (%). Higher preferred	99.97%	99.90%	99.95%	99.90%	99.90%	99.91%	99.96% ↓	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Performance:

HEAD OF LEGAL AND REGULATORY SERVICES

PERFORMANCE INDICATORS

Ref No, PI Type, link to WBO	PI Description and <i>preferred outcome</i>	Actual 17-18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Q2 Target	Q2 Cumulative Act & RAG	Trend vs Q2 18-19	Wales Avg 18-19 PAMs	BCBC Rank 18-19 PAMs	Comments
Value for money											
DOPS32 Local Other	Percentage saving from the provision of legal services in-house compared with the equivalent service provided via the external solicitors' framework. Higher preferred	60.35%	30%	60.07%	30%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: To be 30% cheaper than comparable external service Performance:
Service User Outcomes											
PPN009 (PAM/023) Other	The percentage of food establishments which are 'broadly compliant' with food hygiene standards. Higher preferred	96.69%	93%	97.52%	94%	94%	97.21%	96.52% ↑	95.7%	5th	Quarterly indicator Target setting: Target set to improve performance Performance:
DOPS17 Local Other	The total number of formal committee meetings made available to the public using webcasts. Higher preferred	12	10	10	10	5	5	2 ↑	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Performance:
DOPS27 Local Other	Percentage of customers offered an appointment regarding marriage / civil partnership within 5 days. Higher preferred	100%	95%	100%	95%	95%	100%	100% ↔	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Performance:
DOPS29 Local Other	Percentage of satisfied customers (Registrars Service). Higher preferred	100%	95%	100%	95%	95%	100%	100% ↔	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Performance:
DOPS31 (LS1) Local Other	Percentage of client satisfaction survey respondents who consider the service provided by the legal service department to be either good or excellent. Higher preferred	99.75%	95%	98.74%	95%	95%	100%	100% ↔	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Performance:
Organisational Capacity											
DOPS30 Local Other	The average number of chargeable hours per FTE fee-earner in the legal service department. Higher preferred	1460	1200	1482	1200	600	739	727 ↑	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance of 100 hours (chargeable) per month Performance:

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17-18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Q2 Target	Q2 Cumulative Act & RAG	Trend vs Q2 18-19	Wales Avg 18-19 PAMs	BCBC Rank 18-19 PAMs	Comments
Internal Processes											
DOPS24 Local Other	The percentage of minutes submitted for approval to the next meeting of the Committee / Panel. Higher preferred	90.23%	90%	89.52%	90%	90%	89.66%	84.75% ↑	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Performance: There has been an improvement in performance in Q2. The slight shortfall is due to meetings of the same Committee being in close proximity to each other, which has meant that the minutes of the previous meeting did not go to the following meeting.
DOPS25 (a) Local Other	Percentage of births registered within 42 days. Higher preferred	99%	99%	98.15%	99%	99%	99.47%	97.64% ↑	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. Higher preferred	100%	98%	100%	98%	98%	100%	100% ↔	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Performance:
DOPS26 Local Other	Percentage of customers registering a birth or death seen within 30 mins of arrival. Higher preferred	100%	90%	98.28%	90%	90%	100%	100% ↔	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Performance:
DOPS28 Local Other	Percentage of applications dealt with within 5 days of receipt. Higher preferred	100%	95%	100%	95%	95%	100%	100% ↔	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Performance:

HEAD OF FINANCE

Wellbeing Objective Two: Helping people to be more self-reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.3.1	Work with partners and the third sector to strengthen communities and identify the best way of providing services locally	GREEN	In conjunction with the Supporting People Team, the Housing Benefit Service has procured financial advice and support services from Citizens Advice. The Service will run from 1 October 2018 to 31 March 2020 with an option to extend for a further year. The service will assist service users who reside within Communities First delivery areas of BCBC/or service users who are in poverty or at risk of poverty due to any number of reasons, including: • Debt problems • Financial difficulty • Unemployment (claiming benefits, including Universal Credit (UC)) • Inability to budget or manage finances effectively • Those experiencing 'in work poverty' • Those requiring information and support to undertake employment better off calculations.	

Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.2.1	Deliver our digital transformation programme to enable citizens to use our online system to manage their council tax and housing benefit accounts and to deliver financial savings.	GREEN	Although in excess of 12000 people have registered for council tax online only 7.5% of the change of addresses received last year were received via the online system, and those received still required intervention from back office staff. Therefore the potential financial savings have not been realised. Also the take up for housing benefit claims has been extremely low. Since the online service has been available: • 545 households have submitted new claims for Housing Benefit and/or Council Tax Reduction; • 121 households have used the on-line service to report changes in their circumstances.	
P3.2.2	Automate most common internal processes to reduce transaction costs and streamline processes.	GREEN	Work to centralise and automate utility payments has been completed which has resulted in reducing transaction costs and late payment charges. The new "Oggie" chatbot was also launched in August to enhance customer services and to reduce contact volume on other traditional channels e.g. telephone, face-to-face to automate the more routine customer queries. Significant work has been completed in automating creditor payments.	
P3.3.7	Review capital expenditure to ensure alignment with corporate objectives	GREEN	A report was presented to CCMB in October to review the fixed capital allocations in line with current priorities. No changes were proposed for 2020-21.	

PERFORMANCE INDICATORS

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17-18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Average 18-19 PAMs	BCBC Rank 18-19 PAMs	Comments
Service User Outcomes											
DRE6.2.3 Local WBO 3	Percentage of undisputed invoices paid within 30 days. Higher preferred	97.30%	97%	96.93%	97%	97%	95.81%	97.11% ↓	n/a	n/a	Quarterly indicator Target setting: To maintain performance Performance: The Q2 performance is amber due to staff vacancies across the payments teams and consequential impact on performance.
CED17 Local Other	Percentage of Council Tax Arrears collected compared to arrears outstanding as at 1st April each year. Lower preferred	New 18-19	Establish baseline	38.17%	35.00%	17.5%	18.05%	19.68% ↑	n/a	n/a	Quarterly indicator Target setting: To maintain performance Performance: Q2 figure slightly down on this time last year however this figure does fluctuate each month and will hopefully be on target next quarter as new working practices have recently been introduced which should help to improve the figures.
DRE6.12.1 Local Other	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) new claims. Lower preferred	17.88	16	24.3	21	21	28.73	24.16 ↓	n/a	n/a	Quarterly indicator Target setting: Target set to improve upon 2018-19 actual. The target set in 2018-19 is now unrealistic given current pressures on staffing therefore a more realistic target has been set which will show improvement yet still be achievable. Performance: Diverting resources to reduce the backlog of new claims in Q2 has improved performance. Looking at Q2 new claims performance in isolation, the average time taken to process new claims is 23.92 days.
DRE6.12.2 Local Other	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) change events. Lower preferred	5.31	6	5.77	7	7	5.70	6.62 ↑	n/a	n/a	Quarterly indicator Target setting: Target set to improve upon 2018-19 actual at Q3. The target set in 2018-19 is now unrealistic given current pressures on staffing therefore a more realistic target has been set which will show improvement yet still be achievable. Performance:
Internal Processes											
FIN3.2.1 Local WBO 3	Percentage of Council Tax customers accessing on-line service through "My Account". Higher preferred	0%	50%	16.15%	tbc	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: Improving target is set on current performance and plans for production Performance:
CED15 Local Other	Percentage of Council Tax due for the financial year which was received by the authority in that year. Higher preferred	New 18-19	97.10%	97%	97.10%	48.55%	56.49%	56.85% ↓	n/a	n/a	Quarterly indicator Target setting: To maintain performance Performance:

CHIEF EXECUTIVE

Wellbeing Objective 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 BCBC led local projects to shape employment opportunities and develop a skilled workforce to meet future needs. This includes delivering high quality apprenticeships for all ages	GREEN	The council continues to seek opportunities to promote the use of Apprentices and create posts wherever possible.	

Wellbeing Objective 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 2019-20 budget.	GREEN	Planned budget reductions are monitored on a monthly basis and reports are provided to Cabinet on a quarterly basis. As at Qtr 2, of the £1.464 million budget reductions for the Chief Executives directorate, £1.384 million were reported as likely to be achieved in 2019-20.	
P3.4.1	Support managers to lead staff through organisational change	GREEN	Different support mechanisms have been established to support management capability and employee health and mental health wellbeing.	
P3.4.2	Provide the learning and development opportunities for staff to meet future service needs.	GREEN	Welsh language training has continued to be prioritised within corporate training resources.	

PERFORMANCE INDICATORS

Value for money

PI Ref No	PI Description	Annual indicator target 19-20 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
CED21 Local WBO 3	The value of proposed MTFS budget savings in the Chief Executive's Directorate Higher preferred	1,464	30	2%	50	3%	1384	95%	

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17-18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Average 18-19 PAMs	BCBC Rank 18-19 PAMs	Comments
Service User Outcomes											
CED27 CP WBO 3	The number of staff taking up in-work health checks. Higher preferred	New 19/20	New 19/20	New 19/20	n/a	n/a	128	n/a	n/a	n/a	Quarterly indicator Target setting: New indicator for 2019-20 - Baseline to be established. Target will be established based on planned provision within available resources. Performance:
Organisational Capacity											
PAM/044 WBO 1	Number of apprentices, excluding teachers, on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees. Higher preferred	New 19/20	New 19/20	New 19/20	n/a	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: We aim to see a 10% increase in apprenticeship opportunities. Performance:
CED20 Local CP feeder WBO 1	The number of apprentices employed across the Chief Executive's directorate. Higher preferred	New 18/19	12	22	13	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: Performance:
DOPS36 CP WBO 1	The number of apprenticeships employed across the organisation. Higher preferred	31	17	43	25	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: We aim to see a 10% increase in apprenticeship opportunities. Performance:
DRE6.6.4i CP WBO 3	Percentage of employees completing e-learning modules. Higher preferred	50.2%	45%	54.1%	25%	12.5%	19.7%	35% ↓	n/a	n/a	Quarterly indicator Target setting: Target 2019-20 set based on previous take up of e-learning and mandatory e-learning requirements. Performance:
CED22 PAM feeder Local Other	The number of working days/shifts per full time equivalent (FTE) Local Authority employee lost due to sickness in the Chief Executive's Directorate. Lower preferred	New 18/19	9.32	8.59	8.58	4.29	5.18	4.75 ↓	n/a	n/a	Quarterly indicator Target setting: Target is aimed at improving on 18.19 actual. Performance:

Ref No, PI Type, link to WBO	PI Description and <i>preferred outcome</i>	Actual 17-18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Average 18-19 PAMs	BCBC Rank 18-19 PAMs	Comments
CHR002 (PAM/001) Other	Number of working days per full time equivalent lost due to sickness absence – Total BCBC. Lower preferred	10.85	8.5	11.79	11.78	5.89	4.95	5.13 ↑	10.5	20th	Quarterly indicator Target setting: Target is aimed at improving on 18.19 actual. Performance:
CED23 Local Other	Number of working days lost per FTE through industrial injury (Chief Exec's Directorate). Lower preferred	New 18/19	0	0	0	0	0	0 ↔	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance - zero target. Performance:
CED24 Local Other	Number of industrial injury incidents (Chief Exec's Directorate). Lower preferred	New 18/19	0	0	0	0	0	0 ↔	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance - zero target Performance:
Internal Processes											
DOPS20 Local WBO 3	Percentage of staff performance appraisals completed in the financial year (Chief Executive Directorate). Higher preferred	93%	80%	79%	80%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: Target set at 80% corporately to take into account staff who are absent during this period for reasons such as maternity leave, long term sickness, secondment. Performance:
CED4 Local WBO 3	Number of employees accessing funded programmes to gain qualifications and gain skills. Higher preferred	New 18/19	Establish baseline	67	70	35	83	51 ↑	n/a	n/a	Quarterly indicator Target setting: Target for 2019-20 set to improve upon baseline established in 2018-19 (5% increase). Performance:
CED28 CP WBO 3	Number of participants in the staff survey. Higher preferred	New 18/19	Establish baseline	1291	1356	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: New indicator for 2019-20. Target set to improve on 2018-19 baseline performance. Performance:
CED29(a) CP WBO 3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: a) I feel every department is working towards the same common goal. Higher preferred	New 19/20	Establish baseline	35	36	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: New Indicator for 2019-20. Target set to improve on the baseline which was established during the annual survey in 2018 (18-19 actual). Performance:
CED29(b) CP WBO 3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: b) I am satisfied with BCBC as an employer. Higher preferred	New 19/20	Establish baseline	59	60	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: New Indicator for 2019-20. Target set to improve on the baseline which was established during the annual survey in 2018 (18-19 actual). Performance:
CED29(c) CP WBO 3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: c) Working here makes me want to perform to the best of my ability. Higher preferred	New 19/20	Establish baseline	69	70	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: New Indicator for 2019-20. Target set to improve on the baseline which was established during the annual survey in 2018 (18-19 actual). Performance:
CED29(d) CP WBO 3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: d) I feel that BCBC values its employees' ideas and opinions. Higher preferred	New 19/20	Establish baseline	31	32	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: New Indicator for 2019-20. Target set to improve on the baseline which was established during the annual survey in 2018 (18-19 actual). Performance:
CED29(e) CP WBO 3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues? Higher preferred	New 19/20	Establish baseline	59	60	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: New Indicator for 2019-20. Target set to improve on the baseline which was established during the annual survey in 2018 (18-19 actual). Performance:
CED30 Local WBO 3	Number of managers using iTrent to complete staff appraisals. Higher preferred	New 19/20	New 19/20	New 19/20	Establish baseline	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: New Indicator for 2019-20. Baseline setting year only. Performance:

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Average 18-19 PAMs	BCBC Rank 18-19 PAMs	Comments
CED31 Local WBO 3	Number of staff attending Mental Health Awareness training. <i>Higher preferred</i>	New 19/20	New 19/20	New 19/20	Establish baseline	n/a	47	n/a	n/a	n/a	Quarterly indicator Target setting: Number indicator for 2019-20 - Baseline setting only. Performance:

Sickness broken down by Service Area

Unit	FTE 30.09.2019	QTR2 2018/19			QTR2 2019/20			Cumulative Days per FTE 2018/19	Cumulative Days per FTE 2019/20	Target 2019/20
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Business Support Unit & CMB Support	39.01	142.00	11	4.22	96.00	6	2.46	7.48	3.05	8.58
Finance Department	115.50	323.51	28	2.85	460.73	37	3.99	5.32	6.42	
Human Resources	43.32	55.69	11	1.18	72.39	15	1.67	2.85	3.96	
Legal Section	47.51	89.64	5	1.68	77.00	13	1.62	2.13	2.63	
Performance and Partnership Services	137.05	279.00	38	1.98	450.19	45	3.28	5.19	6.05	
Chief Executive Directorate Total	383.39	889.84	93	2.28	1156.32	116	3.02	4.75	5.18	

Sickness Absence by Reason

Absence Reason	Chief Executive Directorate			
	Q1 No of FTE days lost	Q2 No of FTE days lost	Total No of FTE Days Lost	% of Cumulative days lost
Cancer	0.00	0.00	0.00	0.00%
Chest & Respiratory	28.00	33.84	61.84	3.10%
Eye/Ear/Throat/Nose/Mouth/Dental	40.65	74.99	115.64	5.79%
Genitourinary / Gynaecological	2.00	0.00	2.00	0.10%
Heart / Blood Pressure / Circulation	44.00	18.01	62.01	3.11%
Infections	83.46	77.03	160.49	8.04%
Injury	0.74	0.00	0.74	0.04%
MSD including Back & Neck	86.00	176.23	262.23	13.13%
Neurological	146.21	59.81	206.02	10.32%
Other / Medical Certificate	0.00	0.00	0.00	0.00%
Pregnancy related	17.00	0.00	17.00	0.85%
Return to Work Form Not Received	2.00	0.00	2.00	0.10%
Stomach / Liver / Kidney / Digestion	79.75	100.45	180.19	9.02%
Stress / Anxiety / Depression / Mental Health	310.61	615.96	926.57	46.40%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00%
TOTALS	840.42	1156.32	1996.74	

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> <p>Red (alert) Performance is worse than target by 10% or more</p>	
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> <p>Amber (caution) Performance is worse than target by under 10%</p>	
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> <p>Green (clear) Performance is equal to or better than target</p>	
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		