CHIEF EXECUTIVE – PERFORMANCE AT YEAR END
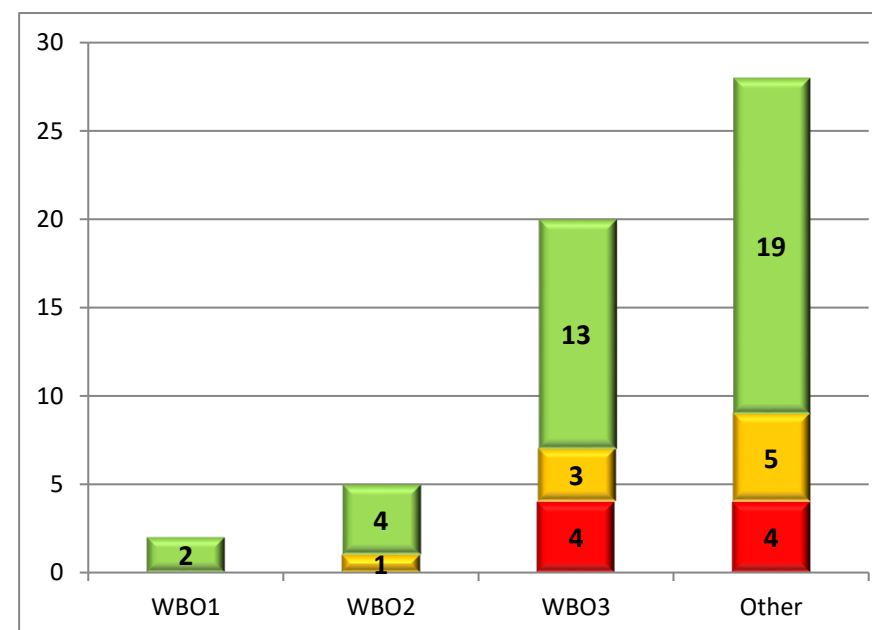
Commitments 2019-20

RAG – current progress against commitment

Year end 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

All Indicators (incl. Finance and sickness PIs)

Performance vs Target

Trend vs year end 2018-19 (excl finance)

⬆ 19

⬇ 24

↔ *9

*These are at maximum performance

Finance

Revenue Budget
- The net revenue budget for the Directorate for 2019-20 is **£18.622m.**
- The year-end outturn is **£17.115m** with an under spend of **£1.507m**

Capital Budget
- The capital budget for the Directorate for 2019-20 is £3.274 million, with a total expenditure for the year of £2.518 million and £757,000 slippage requested.

Efficiency Savings

Savings (£000)	2019-20 £000	%
Savings Target	1,464	100%
Achieved	1,450	99%
Variance	14	1%

Additional financial information is provided in the Budget Revenue Outturn 2019-20 Report to Cabinet 30th June 2020, and the Capital Programme Outturn 2019-20 Report to Cabinet 21st July 2020..

High Corporate Risks

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 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 FASS service has supported a total of 617 new clients in the year 2019/20, with 83% of these clients residing in the former Communities First areas of the county borough. Clients have received varying packages of support such as basic financial advice, budgeting and personal finances, a benefits health check and debt management. The service reported almost £20k of debt written off, with extensive and more complex debt issues being referred to specialist debt teams. Over £1m was recorded by the service in financial gains, predominantly through welfare benefit applications.	

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. Partnership working with the 3rd sector in delivering specific housing and homelessness projects has been successful in delivering key services. Through the provision of advice and support to people who are about to be made homeless, or support to prevent homelessness includes projects relating to debt advice, liaising with private landlords to providing extensive support to complex and vulnerable people through Housing First project and support to prisoners through the Start programme. Significant investment has also been made to DA abuse services and the provision of refuge accommodation. These projects have been supported through the Housing Support Grant. Work with the RSL's on new development programme saw a number of new housing projects being started and delivered during the year. Additional funding was successfully claimed from Welsh Government at the end of the financial year to supplement the RSL's development programme bringing the Social Housing Grant level to £6 million.	
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	The Empty Properties Strategy has now been formally adopted by the Cabinet. The Empty Properties Officer continues to liaise with property owners as per strategy commitments. The Council has entered into an agreement to work with RCT to allow them to deliver an Empty Property Loan Scheme in eligible rural parts of Bridgend.	
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	A full outcomes mapping exercise for all EIPS programmes was completed in the year 2019/20. The mapping information and results have been fed back to service managers and reported to CMB. A number of areas of duplication and gaps in service delivery were identified, with an action plan being developed to address these areas when services move towards a new normal following the pandemic. Both the CCG and HSG funding allocations and delivery plans for 2020/21 have been agreed by both CMB and Welsh Government. The Covid 19 pandemic has required a pause in implementing a consistent approach to monitoring EIP services for obvious reasons. Many services have adjusted already to a new way of working, whilst others have implemented new forms of service delivery to meet the requirements of local communities and the requests from Welsh Government to provide such services as the Coronavirus Childcare Assistance Programme (C-CAS) for key workers and vulnerable children. The Central Grants Team will, over the next quarter, review existing arrangements for monitoring services and performance and reconfigure in light of any new guidance or approaches as we start to see an ease in restrictions of lockdown and move towards a new normal.	

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	A variety of engagement methods have been used throughout Q4 including clicker pads as well as paper surveys with students. We also carried out public sessions in libraries and engaged with equality groups for the Strategic Equality Plan consultation. When carrying out the SEP consultation with citizen panel members, we used the clicker pads to conduct an interactive session involving a series of interactive questions followed by discussion.	

| P3.4.4 | Develop the Council's ability to engage with the public through social media. | GREEN | Due to severe weather and the pandemic, social media interactions have increased by almost 50% in the final quarter which has resulted in almost doubling the yearly target. We've had the highest ever number of positive reactions (likes and loves) throughout the pandemic as the public have been engaging positively with our unsung heroes campaign. We've turned the homepage of our website into a hub of information during the pandemic and residents have been actively engaged with our social media channels to find out the latest developments within Bridgend County Borough. In terms of developing our ability to engage with the public through social media we have been posting more regularly and consistently to generate more engagement. We have created graphics, infographics and collages to promote important information. This has resulted in a yearly increase of 9.94% in social media interactions. | |

PERFORMANCE INDICATORS

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
Internal Processes							
DOPS49 (FIN3.2.2) CP WBO3	Number of services that are available to the public online *Higher Preferred*	0	5	3	**2**	5 ↓	Annual Indicator **Target Setting:** Set to reflect work involved - 3 additional services to be made available online in 2019-20 **Performance:** School transport applications were put online as was the Housing Jigsaw solution to enable customers to create an account to make an application if they are homeless or at risk of homelessness. A lot of work has been done throughout the 12 months to configure, set up and test the online reporting tool with the aim to go live at the end of March 2020. However due to the Covid-19 issues that arose, this wasn't achieved but will be revisited at some point in the future.
DOPS34 (a) Local Other priority	Availability of voice and data network (%) *Higher Preferred*	100%	99.99%	99.99%	**100%**	100% ↔	Quarterly Indicator **Target Setting:** To maintain performance **Performance:** *No Performance Comments*
DOPS34 (b) Local Other priority	Availability of storage area network (core computing) (%) *Higher Preferred*	100%	99.9%	99.9%	**100%**	100% ↔	Quarterly Indicator **Target Setting:** To maintain performance **Performance:** *No Performance Comments*
DOPS34 (c) Local Other priority	Availability of core applications (as defined in the ICT Strategy), central printers and multi-functional devices and network connected devices (%) *Higher Preferred*	99.97%	99.9%	99.9%	**99.91%**	99.95% ↓	Quarterly Indicator **Target Setting:** To maintain performance **Performance:** *No Performance Comments*
Service User Outcomes							
CED26 Local WBO2	Percentage of providers that are in fully compliant contracts *Higher Preferred*	New 19.20	New 19.20	100%	**100%**	New 19.20	Quarterly Indicator **Target Setting:** To achieve full compliance **Performance:** Of those contracts monitored in terms of performance and compliance 100% were fully compliant. An indication was given at the end of Q3 of implementation of a consistent performance monitoring framework by April 2020, although this has now been delayed due to the pandemic along with specific measurements Welsh Government have put in place for managing services funded through the Housing Support Grant (HSG) and Children an Communities Grant (CCG). The Central Grants Team had the opportunity of engaging with all stakeholders prior to the pandemic to discuss performance in line with contracts and our expectations in developing the framework, which will now gain momentum as we begin to ease lockdown restrictions.
DOPS15 (PAM/012) CP, PAM WBO2	Percentage of households threatened with homelessness successfully prevented from becoming homeless *Higher Preferred*	68.6%	75.17%	70%	**66.2%**	70.6% ↓	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. Q4 saw the transition from the old operating system to Jigsaw which coincided with an increase in the level of drop ins who were homeless and required immediate response leaving less time to focus on prevention work. Covid 19 has had limited impact on Q4 figures but will have a significant impact on current year targets which will be difficult to meet, as there will be a large increase in final duties because of new WG guidelines regarding priority need status. In addition the lockdown has hampered the usual preventative actions we have been able to undertake.
DOPS39 CP WBO2	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%	11.85%	**10.51%**	8.1% ↓	Quarterly Indicator **Target Setting:** The Council's priority is to prevent homelessness. We have a strategy in place, hence the lower target. **Performance:** *No Performance Comments*
DOPS41 CP WBO2	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%	80%	**98.1%**	100% ↓	Quarterly Indicator **Target Setting:** Indicator introduced in 2017-18 with target based on existing studies undertaken on the effectiveness of housing adaptations Reduced target set in 2018-19 to recognise impact of restructuring within the team. 2019-20 Target increased to recognise system improvements put in place, but set at a realistic level to reflect

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
							that the DFG process is part of a Transformation Project. **Performance:** *No Performance Comments*
CED5 Local WBO3	Percentage of first call resolutions *Higher Preferred*	New 18.19	Set baseline	52.2%	**52.02%**	52.12% ↓	Quarterly Indicator **Target Setting:** To improve upon 2018-19 actual **Performance:** The outturn figure was slightly below the target set for this year. This is mainly due to the increased calls received for services which could not be resolved at the first point of contact e.g. school transport and concessionary travel. The IVR technology on the main council telephone line has recently been reviewed to ensure calls are routed to the correct service area directly to help improve the first point of contact resolution.
CED6 Local WBO3	Percentage of contact: telephone (English and Welsh) *Lower Preferred*	New 18.19	Set baseline	66.3%	**58.12%**	66.4% ↑	Quarterly Indicator **Target Setting:** To decrease on the 2018-19 actual figure. Indicator will be measure of channel shift in line with the digital transformation project **Performance:** *No Performance Comments*
CED7 Local WBO3	Percentage of contact: face to face (English and Welsh) *Lower Preferred*	New 18.19	Set baseline	14.6%	**7.99%**	14.7% ↑	Quarterly Indicator **Target Setting:** Set to decrease on the 2018-19 actual figure. **Performance:** *No Performance Comments*
CED8 Local WBO3	Percentage of contact: email (English and Welsh) *Lower Preferred*	New 18.19	Set baseline	7.8%	**10.54%**	7.9% ↓	Quarterly Indicator **Target Setting:** To decrease on the 2018-19 actual figure. **Performance:** We saw a rise in the use of emails during 2019-20 as departments continue to promote this as a way of customers contacting us. This is something we intend reviewing during 2020 to look at removing email addresses and creating more eForms as a more efficient way of receiving queries for customers. This will ensure we obtain the correct information we need at source and will also give us opportunities to look at integrating with back office systems to streamline processes.
DOPS4 CP WBO3	Increase the number of interactions from citizens on the corporate social media accounts (Including Facebook and Twitter) *Higher Preferred*	93.9%	5%	5%	**9.94%**	6.17% ↑	Quarterly Indicator **Target Setting:** To improve performance. 5% increase on previous year actual **Performance:** There was a huge increase across social media in the 4th quarter due to the severe weather and the Covid-19 pandemic. It is also worth noting that we had the highest ever number of positive reactions (likes and loves) over social media throughout the pandemic.
DOPS44 Local WBO3	Percentage of contracts awarded in line with programme guidelines and on time *Higher Preferred*	100%	100%	100%	**100%**	100% ↔	Annual Indicator **Target Setting:** Set at 100% - The highest service standard we aim to maintain **Performance:** All contracts awarded in the relevant timeframe. The re-commissioning of Families First projects raised a challenge regarding procurement, in two out of four contracts. A re-tender exercise is currently being planned with a view of awarding contracts from September 2020, which remains dependant on restrictions relating to the pandemic easing.
DRE6.7.6 Local WBO3	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%	5%	**42%**	-47% ↑	Quarterly Indicator **Target Setting:** 5% increase **Performance:** Q4 Q3 Q4 % Online 1077 1101 102 Welsh speakers 37 38 102 16-24 year old 42 43 102 Disabled 232 233 100 Under represented wards 9 8 113 4% Overall members 1387 1410 23 increase End Q4 2018/19 End Q4 2019/20 % Online 822 1101 134 Welsh speakers 31 38 123 16-24 year old 21 43 204 Disabled 211 233 110 Under represented wards 17 8 213 % increase/decrease 57% Overall members 1108 1410 302 We now have eight under represented wards, these are: • Caerau • Pyle • Ogmore Vale • Cefn Cribwr • Maesteg West • Maesteg East • Blaengarw • Llangynwyd From the end of Q4 2018/19 we have gone from 17 under represented wards to 8! Overall in 2019/20 we have seen an increase of 302 CP members. We have used a variety of engagement methods throughout Q4. When carrying out the Learner Travel consultation sessions with pupils in schools, we used clicker pads as well as paper surveys with students. During Q4 we carried out face to face engagement sessions with pupils, parents and carers and teachers in schools for the Post 16 education consultation. Overall this consultation had 5159 interactions, with 1769 face to face engagements with staff, parents and pupils in comprehensive schools and Bridgend College During Q4 we carried out public sessions in libraries and engaged with Equality Groups for the Strategic Equality Plan consultation, engaging with 220 residents (face to face) from across the county borough. This consultation received a total of 647 interactions. .
CED13 Local Other priority	Percentage of contact online (Customer Services) via My Account *Higher Preferred*	New 18.19	Set baseline	11.1%	**23.35%**	11.0% ↑	Quarterly Indicator **Target Setting:** Set to increase on 2018-19 actual figure. **Performance:** *No Performance Comments*
CED32 Local Other priority	The average number of days taken to deliver preventative discretionary housing grants *Lower Preferred*	New 19.20	New 19.20	Set baseline	12.44 days	N/A	Quarterly Indicator **Target Setting:** Baseline setting only **Performance:** New indicator for 2019-20 - Baseline setting only
DOPS33 Local Other priority	Percentage of ICT service users surveyed who rated the overall service received as Excellent, Very Good or Good *Higher Preferred*	96.31%	90%	90%	**95.16%**	96.3% ↓	Quarterly Indicator **Target Setting:** Maintain performance **Performance:** *No Performance Comments*
PSR002 (PAM/015) PAM	Average number of calendar days taken to deliver a Disabled Facilities Grant *Lower Preferred*	282.55 days	208 days	250 days	**291.87 days**	290.76 days ↓	Quarterly Indicator **Target Setting:** 2019-20 target <250 Days 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

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
Other priority					[RED]		**Performance:** DFG's continue to be a challenge to deliver as the Council does not have end to end control on each application. The process is fragmented and reliant on 3rd parties to deliver on our behalf. A review of the most appropriate model to deliver DFG's has been undertaken and a proposal to change the current model will be made to CCMB.
PSR009a Local Other priority	The average number of calendar days taken to deliver a Disabled Facilities Grant for: a) Children and young people *Lower Preferred*	485.83 days	400 days	472 days	**477.86 days** [AMBER]	572.25 days ⬆	Quarterly Indicator **Target Setting:** 2019-20 target <250 Days 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:** DFG's continue to be a challenge to deliver as the Council does not have end to end control on each application. The process is fragmented and reliant on 3rd parties to deliver on our behalf. A review of the most appropriate model to deliver DFG's has been undertaken and a proposal to change the current model will be made to CCMB. Within that model a specific focus has been given to children and young people's grants. We are working closely with Social Services on discussions to increase and amend the OT provision for these cases.
PSR009b Local Other priority	The average number of calendar days taken to deliver a Disabled Facilities Grant for: b) Adults *Lower Preferred*	266.51 days	199 days	250 days	**284.25 days** [RED]	273.16 days ⬇	Quarterly Indicator **Target Setting:** 2019-20 target <250 Days 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:** DFG's continue to be a challenge to deliver as the Council does not have end to end control on each application. The process is fragmented and reliant on 3rd parties to deliver on our behalf. A review of the most appropriate model to deliver DFG's has been undertaken and a proposal to change the current model will be made to CCMB.
Value for Money							
PAM/045 CP, PAM WBO2	Number of additional dwellings created as a result of bringing empty properties back into use *Higher Preferred*	New 19.20	New 19.20	5	**20** [GREEN]	N/A	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:** A total number of 34 properties have been renovated during 2019-20, creating 20 additional properties.
PSR004 (PAM/013) CP, PAM WBO2	Percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority *Higher Preferred*	3.48%	7.86%	5%	N/A	8.41%	Annual Indicator **Target Setting:** *No Target Setting Comments* **Performance:** Data collection delayed. Data will be submitted as soon as it is available

CHIEF OFFICER - LEGAL, HR AND REGULATORY SERVICES

Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.4.1	Support managers to lead staff through organisational change	GREEN	As the council continues to transform services, managers are supported by HR/OD service to take plans forward. This includes implementation of HR policies and access to a range of employee support mechanisms. A strong focus has been given to supporting employees and their wellbeing and also supporting managers to fulfil their managerial responsibilities	
P3.4.2	Provide the learning and development opportunities for staff to meet future service needs.	GREEN	The learning and development website continues to be updated to enable employees to access or enrol on relevant training courses. Work has also progressed in securing Wales Union Learning Funding for training priorities in consultation with trade union representatives. Within constrained resources the following has been achieved: • 6 new e-learning modules developed : o Manager Induction E-Learning Module o GDPR E-Learning Module (re-write of current module) o Sensory Loss E-Learning Module x3 (Vision Loss, Hearing Loss and Dual Sensory Loss) o Safeguarding Children and Adults – Raising Awareness (re-write of current module) o Carers E-Practice Guide o Trans Awareness E-Learning Module • No of staff attending funded workshops o IT Workshops – 21 workshops delivered and a total of 199 employees attended o Mental Health Training – 13 workshops delivered and a total of 168 employees attended • No of e-learning completions: o 2,040 o 685 workbook completions o Total number: 2,725	

PERFORMANCE INDICATORS

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
Internal Processes							
CED4 Local WBO3	Number of employees accessing funded programmes to gain qualifications and gain skills *Higher Preferred*	New 18.19	Set baseline	70	**138**	67 ↑	Quarterly Indicator **Target Setting:** +5% on 18/19 actual **Performance:** Annual target achieved
CED30 Local WBO3	Number of managers using iTrent to complete staff appraisals *Higher Preferred*	New 19.20	New 19.20	Set baseline	234	N/A	Annual Indicator **Target Setting:** Baseline setting year only. **Performance:** *No Performance Comments*
CED31 Local WBO3	Number of staff attending Mental Health Awareness training *Higher Preferred*	New 19.20	New 19.20	Set baseline	111	N/A	Quarterly Indicator **Target Setting:** Baseline setting only **Performance:** *No Performance Comments*
DOPS24 Local Other priority	The percentage of minutes submitted for approval to the next meeting of the Committee/Panel *Higher Preferred*	90.23%	90%	90%	**88.39%**	89.52% ↓	Quarterly Indicator **Target Setting:** Maintain performance **Performance:** The reason for the shortfall is the close proximity of the same Committees to each other, so it was not possible to get the minutes of the previous meeting prepared in time for the next meeting. Going forward, the proposed corrective action is that Committee meetings will be more evenly spaced out over the course of the year in the next programme of meetings.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
DOPS25 (a) Local Other priority	Percentage of births registered within 42 days **Higher Preferred**	99%	99%	99%	**98.94%**	98.15% ⬆	Quarterly Indicator **Target Setting:** Maintain performance **Performance:** This PI was on target for each quarter and accumulatively up to the end of Q3. In Q4 out of the 446 births that were registered this quarter there were 11 births that unfortunately were not registered within the target timescale of 42 days. This could be partly due to the closure of the office for 5 days over the Christmas period, and partly due to priority being given to dealing with death registrations which were at their highest level during Q4 and must be completed within 5 days. It is important to note that elements of this indicator are out of the service's control.
DOPS25 (b) Local Other priority	Percentage of still-births registered within 42 days **Higher Preferred**	100%	98%	98%	**100%**	100% ⬌	Quarterly Indicator **Target Setting:** Maintain performance **Performance:** *No Performance Comments*
DOPS26 Local Other priority	Percentage of customers registering a birth or death seen within 30 mins of arrival **Higher Preferred**	100%	90%	90%	**97.62%**	98.28% ⬇	Quarterly Indicator **Target Setting:** Maintain performance **Performance:** *No Performance Comments*
DOPS28 Local Other priority	Percentage of applications dealt with within 5 days of receipt **Higher Preferred**	100%	95%	95%	**100%**	100% ⬌	Quarterly Indicator **Target Setting:** Maintain performance **Performance:** Target achieved.
Organisational Capacity							
DOPS36 CP WBO1	The number of apprentices employed across the organisation **Higher Preferred**	31	17	25	**35 Annual Actual**	43 ⬇	Annual Indicator **Target Setting:** We aim to see at least a 10% increase in apprenticeship opportunities. **Performance:** *No Performance Comments*
PAM/044 PAM WBO1	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	Set baseline	7.75	N/A	Annual Indicator **Target Setting:** *No Target Setting Comments* **Performance:** 35 / 4519 (headcount excl teachers) * 1000 = 7.75
DRE6.6.4i CP WBO3	Percentage of employees completing e-learning modules **Higher Preferred**	50.2%	45%	25%	**40.02%**	54.1% ⬇	Quarterly Indicator **Target Setting:** Based on previous take up of e-learning and mandatory e-learning requirements **Performance:** Annual target achieved
DOPS30 Local Other priority	The average number of chargeable hours per full time equivalent (FTE) fee-earner in the legal service department **Higher Preferred**	1,460 hours	1,200 hours	1,200 hours	**1,529 hours**	1,482 hours ⬆	Quarterly Indicator **Target Setting:** Maintain performance **Performance:** *No Performance Comments*
Service User Outcomes							
CED27 CP WBO3	The number of staff taking up in-work health checks **Higher Preferred**	New 19.20	New 19.20	Set baseline	169	N/A	Quarterly Indicator **Target Setting:** Establish baseline **Performance:** *No Performance Comments*
DOPS17 Local Other priority	The total number of formal committee meetings made available to the public using webcasts **Higher Preferred**	12	10	10	**12**	10 ⬆	Quarterly Indicator **Target Setting:** Maintain performance **Performance:** Target achieved.
DOPS27 Local Other priority	Percentage of customers offered an appointment regarding marriage/civil partnership within 5 days **Higher Preferred**	100%	95%	95%	**100%**	100% ⬌	Quarterly Indicator **Target Setting:** Maintain performance **Performance:** *No Performance Comments*
DOPS29 Local Other priority	Percentage of satisfied customers (Registrars Service) **Higher Preferred**	100%	95%	95%	**100%**	100% ⬌	Quarterly Indicator **Target Setting:** Maintain performance **Performance:** Target Achieved.
DOPS31 (LS1) Local Other priority	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%	95%	**100%**	98.74% ⬆	Quarterly Indicator **Target Setting:** Maintain performance **Performance:** *No Performance Comments*
PPN009 (PAM/023) PAM Other priority	Percentage of food establishments which are broadly compliant with food hygiene standards **Higher Preferred**	96.69%	93%	94%	**97.49%**	97.52% ⬇	Quarterly Indicator **Target Setting:** To improve performance **Performance:** Target exceeded. Results have stayed at a very similar level to those achieved in 2018/19.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
Value for Money							
DOPS32 Local Other priority	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%	30%	**56.67%**	60.07% ⬇	Annual Indicator **Target Setting:** To be 30% cheaper than comparable external service. Target set to maintain performance **Performance:** There is a slight fall in the comparable savings, however this is the 4th year of comparing variable internal costs with the fixed rates from the framework. This framework agreement ended in August 2019 therefore the rationale for this indicator will need to be reviewed in 2020-21.

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	Progress: 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	Over 16,000 people have registered for council tax online since this facility has become available in April 2018 with over 11,000 people subscribing for eBilling resulting in less paper bills being raised and posted out to residents.	
P3.2.2	Automate most common internal processes to reduce transaction costs and streamline processes.	GREEN	Our chatbot continues to deal with basic online customer queries. There have been 4733 online conversations this quarter, compared to 3557 last quarter - an increase of 52.6%. Since the launch of the new Housing system Jigsaw, there has been 1017 online housing applications made. This has enabled us to improve communications with customers, streamline our processes and reduce transaction costs including postage.	
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	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
Internal Processes							

Code	Description				Status	Trend	Comments
FIN3.2.1 Local WBO3	Percentage of Council Tax customers accessing on-line service through "My Account" **Higher Preferred**	0%	50%	30%	8.63% (RED)	16.15% ↓	Annual Indicator **Target Setting:** Improving target is set on current performance and plans for production **Performance:** Although the My Account online facility is continually promoted by revenues staff the number of people accessing this facility has declined this year. This may be due to the fact that once people have registered initially in the first year there has been no reason for them to use the facility again. In order to increase the numbers using the online service the avenues of communication available to the public would need to be reduced.
CED15 Local Other priority	Percentage of Council Tax due for the financial year which was received by the authority in that year **Higher Preferred**	New 18.19	97.1%	97.1%	**96.3%** (AMBER)	97% ↓	Quarterly Indicator **Target Setting:** To maintain performance **Performance:** The collection rate has dropped off at the end of the year due to the COVID-19 pandemic. Hundreds of customers have cancelled their direct debits as a result of not being able to work and not being paid. This will have a knock on effect for the new financial year also.
Service User Outcomes							
DRE6.2.3 Local WBO3	Percentage of undisputed invoices paid within 30 days (OA) **Higher Preferred**	97.30%	97%	97%	**95.34%** (AMBER)	96.93% ↓	Quarterly Indicator **Target Setting:** To maintain performance **Performance:** The PI is within 98.2% of the target. As a result of staff absence there has been a slight drop as compared to target however, giving the challenges, the team had continued to work hard to achieve the PI set. In taking forward efficiencies and improved business processes, from 11 June 2020 the payments team will be part of the Business Support Unit.
CED17 Local Other priority	Percentage of Council Tax Arrears collected compared to arrears outstanding as at 1st April each year **Lower Preferred**	New 18.19	Set baseline	35%	**33.73%** (GREEN)	38.17% ↑	Quarterly Indicator **Target Setting:** Target set to maintain performance **Performance:** Final arrears collection figure slightly down at end of year due to COVID-19 as direct debits were cancelled which resulted in less income. Also people stopped paying as not in work and not some not being paid.
DRE6.12.1 Local Other priority	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) new claims **Lower Preferred**	17.88 days	16 days	21 days	**27.43 days** (RED)	24.30 days ↓	Quarterly Indicator **Target Setting:** To improve upon 18-19 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:** New claims performance for 2019/20 was as follows: Housing Benefit: 21.59 days Council Tax Reduction: 28.74 days To alleviate anticipated issues as a result of the Covid-19 pandemic lockdown, the service suspended proactive intervention work. This freed-up resources to target new claims and this, coupled with weekend working, has meant that the service has coped with the exceptional influx of new claims received in April. This situation remains closely monitored
DRE6.12.2 Local Other priority	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) change events **Lower Preferred**	5.31 days	6 days	7 days	**4.51 days** (GREEN)	5.77 days ↑	Quarterly Indicator **Target Setting:** Ti 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:** *No Performance Comments*

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 has continued to value the contribution that Apprentices can make and the benefits of investing in grow your own schemes. Additional resources have meant that new apprentices in key service areas will be recruited in the coming year. A total of 35 apprentices were in post throughout the year.	

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**	All budget proposals are monitored monthly. As at Qtr 4, of the £7.621 million budget reductions required for the whole of the authority, £6.815 million were achieved. Outstanding proposals from prior years continue to be monitored throughout 2019-20. As at Qtr 4, of the £2.342 million outstanding, £1.883 million were achieved. Chief Executive Directorate:- As at Qtr 4, of the £1.464 million budget reductions required for the Chief Executive's Directorate, £1.450 million were achieved.	

PERFORMANCE INDICATORS

Value for money

PI Ref No	PI Description	Annual indicator target 19-20 £'000	Current Performance						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	0	0	30	2%	1,434	98%	Review of CCTV services – reductions partly achieved.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
Internal Processes							
CED28 CP WBO3	Number of participants in the staff survey *Higher Preferred*	New 19.20	New 19.20	1,356	**1,150**	1,291 ⬇	Annual Indicator **Target Setting:** New indicator for 2019-20. Target set to improve on 2018-19 baseline performance. 5% increase on 2108-19 actual. **Performance:** The survey was available in both welsh and English in both online and paper formats. The survey was made available to 3054 staff (non-schools) and paper copies were available for staff who were unable to access the online survey. During the live period several reminders were published via Bridgenders messages, encouraging staff to share their views and a weekly update was provided to CMB to also promote within their own directorates. Despite these attempts to encourage staff to participate, less staff completed the survey this year. The total response rate dropped by 3.15% from 41.52% in 2018 to 38.37% in 2020. Although there was a slight reduction in the number of participants, comparison of the tracker questions shows that overall responses were more positive in 2020 compared to 2018
CED29(a) CP WBO3	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	New 19.20	36%	**37%**	35% ⬆	Annual Indicator **Target Setting:** Target set to improve on the baseline which was established during the annual survey in 2018 (18-19 Actual) **Performance:** *No Performance Comments*
CED29(b) CP WBO3	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	New 19.20	60%	**66%**	59% ⬆	Annual Indicator **Target Setting:** Set to improve on the baseline which was established during the annual survey in 2018 (2018-19 actual) **Performance:** *No Performance Comments*
CED29(c) CP WBO3	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	New 19.20	70%	**74%**	69% ⬆	Annual Indicator **Target Setting:** Set to improve on the baseline which was established during the annual survey in 2018 (2018-19 actual) **Performance:** *No Performance Comments*
CED29(d) CP WBO3	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	New 19.20	32%	**39%**	31% ⬆	Annual Indicator **Target Setting:** Set to improve on the baseline which was established during the annual survey in 2018 (2018-19 actual) **Performance:** *No Performance Comments*
CED29(e) CP WBO3	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	New 19.20	60%	**72%**	59% ⬆	Annual Indicator **Target Setting:** Set to improve on the baseline which was established during the annual survey in 2018 (2018-19 actual) **Performance:** *No Performance Comments*
DOPS20 Local WBO3	Percentage of staff performance appraisals completed in the financial year (Chief Executive Directorate) *Higher Preferred*	93%	80%	80%	**87%**	79% ⬆	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:** *No Performance Comments*
Organisational Capacity							
CED20 Local CP Feeder WBO1	The number of apprentices employed across the Chief Executive's Directorate *Higher Preferred*	New 18.19	12	13	**20**	22 ⬇	Annual Indicator **Target Setting:** Increased to support the corporate indicator based on directorate affordability and needs **Performance:** *No Performance Comments*
CED22 Local PAM Feeder	The number of working days/shifts per full time equivalent (FTE) Local Authority employee lost due to sickness in the Chief	New 18.19	9.32 days	8.58 days	**11.10 days**	8.59 days ⬇	Quarterly Indicator **Target Setting:** Set to improve upon 2018-19 actual **Performance:** Sickness absence in the Chief Executive's Directorate exceed the set target (the absence level for 2018/19 meant that this was the lowest across the council). Whilst the sickness absence level for the year was largely attributable to

Other priority	Executive's Directorate **Lower Preferred**				🟥		an increase in long term sickness absence cases, with a 34.7% increase in FTE days lost, the absence level did fall below the overall council target of 11.78%
CED23 Local Other priority	Number of days lost per FTE through industrial injury Chief Executive's Directorate **Lower Preferred**	New 18.19	0 days	0 days	0 days	0 days ↔	Quarterly Indicator **Target Setting:** Set by Corporate H&S **Performance:** *No Performance Comments*
CED24 Local Other priority	Number of industrial injury incidences Chief Executive's Directorate **Lower Preferred**	New 18.19	0	0	0	↔	Quarterly Indicator **Target Setting:** To maintain performance - zero target **Performance:** *No Performance Comments*
CHR002 (PAM/001) PAM Other priority	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (BCBC) Lower Preferred	10.85 days	8.50 days	11.78 days	11.96 days	11.79 days ↓	Quarterly Indicator Target Setting: Set to improve upon 2018-19 actual Performance: Sickness absence for the council in 2019/20 was 1.53% higher than during 2018/19. Despite an overall increase across the council, Social Service and Wellbeing and Education and Family Support Directorates did achieve their target for 2019/20, reducing by 7.1% and 1.9% respectively on 18/19.

KEY:

Commitments		Action
Red	**A RED status usually means one or more of the following:** • 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.
		Performance Indicators (RAG)
		Red (alert) — Performance is worse than target by 10% or more
Amber	**An AMBER status usually means one or more of the following:** • 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.	**Action** 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.
		Performance Indicators (RAG)
		Amber (caution) — Performance is worse than target by under 10%
Green	**A GREEN status usually means one or more of the following:** • 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.	**Action** 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.
		Performance Indicators (RAG)
		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		