

BRIDGEND COUNTY BOROUGH COUNCIL
REPORT TO CORPORATE RESOURCES AND IMPROVEMENT OVERVIEW AND
SCRUTINY COMMITTEE

22 SEPTEMBER 2015

REPORT OF THE CHIEF EXECUTIVE

Council's Performance against its Commitments for 2014-15

1. PURPOSE OF REPORT

- 1.1 This report provides the Committee with an overview of the Council's performance in 2014-15. It compares this performance with the commitments to delivering the improvement priorities in the Corporate Plan for 2013-17.

2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER PRIORITIES

- 2.1 The information in this report relates directly to the Council's Corporate Plan 2013-17, which sets out the Council's improvement priorities and identifies actions to realise those priorities.

3. BACKGROUND

- 3.1 In March 2014, the Council published its reviewed Corporate Plan for 2014-15. The Plan defined 58 commitments to the six Improvement Priorities and set out 69 outcome-focused indicators for the financial year.
- 3.2 At the same time the Council reviewed and published its Medium Term Financial Strategy (MTFS), setting out how it would use its reduced resources to support the improvement priorities.
- 3.3 Directorate Business Plans were developed to define service actions to carry out the defined 58 commitments. They also identified performance indicators to measure success.
- 3.4 In line with the Council's Performance Management Framework, performance by Directorates against the commitments and performance indicators in the Corporate Plan is monitored throughout the year by Directorate Management Teams and quarterly by the Council's Corporate Performance Assessment Panel consisting of Corporate Management Board, Cabinet and Heads of Service.
- 3.5 The Corporate Resources and Improvement Overview and Scrutiny Committee receive and consider the council's performance reports twice a year. The Committee has a role in monitoring and scrutinising the progress of the delivery of the Authority's improvement objectives to ensure the delivery of efficient services.

4. CURRENT SITUATION / PROPOSAL

Commitments

- 4.1 The year-end data shows that 47(81%) of the 58 commitments were completed (green), with another 10 (16%) achieving most of their milestones (amber) and only one (2%) missing most of its milestones (red). Detailed information is provided in **Appendix 1**.

Performance Indicators

- 4.2 In all, 150 indicators are monitored at the corporate level. Of these, 137 are linked directly to the six improvement priorities and 13 are related to other priority or long-term outcome indicators. Forty three (43) of those indicators are National Strategic Indicators (NSIs) / Public Accountability Measures (PAMS) and the rest are local.
- 4.3 Data has been received for 146 of the 150 indicators and data for the rest was either not available at the time the report was produced or not applicable. Of the 146 indicators with data, 144 indicators had the target set (the other two were new indicators with baseline to be determined). Explanation for each missing data/target is provided in the pertinent comment box of Appendix 1 (the 6 indicators where performance cannot be measured are shown in grey).
- 4.4 Of the 144 indicators with targets, 105 (73%) are on target, 22 (15%) are off target by less than 10%, and 17 (13%) missed the target by more than 10%. An overview of Performance is included in Part (A) of the Annex, with detailed information provided in Appendix 1.
- 4.5 One hundred and thirty-seven (137) of the indicators have comparable data, of which 90 (66%) showed improvement over the previous year. The table below shows how the Council performed in the last three years.

Performance Indicators Trend vs previous year	12-13 vs 11-12		13-14 vs 12-13		14-15 vs 13-14	
	No.	%	No.	%	No.	%
Better than previous year	73	72%	83	63%	90	66%
Same as previous year	5	5%	0	0%	8	6%
Worse than previous year	24	23%	48	37%	39	28%
Total	102	100%	131	100%	137	100%

- 4.6 Of the 69 indicators identified for the Corporate Plan, 62 can be compared against their target. For the rest, either baselines were being established as they were a new measure (for instance number of working days lost per full time equivalent due to industrial injury) or data were not available. Of the 62 with targets, 44 (71%) met their target, 9 (almost 15%) were off target by less than 10% and 9 (almost 15%) missed the target by more than 10%.

Long-term Outcome Indicators

- 4.7 This group of indicators are not directly influenced by the Authority, but they are chosen for the Corporate Plan because they give an indication of the socio-economic state of the borough.

- 4.8 There are 7 such indicators. The latest published data shows that three have shown an improvement compared with the previous period, with a decline in performance for four indicators. Of particular interest is the indicator which shows that in 2013, 20% of children under 16 live in working age households where no one is in employment compared with 17.5% for 2012. For this indicator, Bridgend was reported as “the sixth worst performing Authority, compared with 8th worst performing last year. Detailed information is included in Part (B) of the Annex.

National Indicators (NSIs and PAMs)

- 4.9 There are in total 43 NSIs and PAMs for 2014-15, including the newly added corporate indicator on staff sickness absence. When comparing the Authority nationally, Bridgend CBC was among the top 6 most improved Local Authorities and the 9th best performing authority in Wales in 2014-15. Nationally PIs are grouped according to services that are categorised as Education, Social Care, Housing, Environment & Transport, Planning and Regulatory Services, and Leisure and Culture.
- 4.10 National comparable data is available for 41 of those NSIs and PAMs, as the sickness indicator was added to the national dataset last year, and therefore cannot be compared with the previous year. Also the indicator relating to the percentage of potentially homeless households for whom homelessness was prevented for at least 6 months is not included due to inconsistent data issues between authorities.
- 4.11 Overall, 63% (26) of our 41 indicators showed improvement, with Education showing the biggest rise (improvements across 82 per cent of its indicators against a national rate of 73 per cent). The National Survey for Wales (2014) found that nearly 70% of our citizens were satisfied with the education the Council provided (we are among the top four LAs).
- 4.12 Of the 41 indicators, 13 (32%) of our indicators are in the upper quartile, 9 (22%) in the upper-middle quartile, 11 (27%) in the lower-middle quartile, and 8 (19%) in the lower quartile. This is an improvement on the previous year, with a more detailed analysis by service and comparison with 2013-14 included in Part (C) of the Annex.
- 4.13 Both of the Authority’s housing indicators showed improvement, as did both of the Planning & Regulatory Services indicators.
- 4.14 Detailed analysis of service PI performance is included in Part (D) of the Annex, and analysis is also shown against Wales, where the Authority’s improvement is on a par, but is above that of South East Wales.

Sickness Absence

- 4.15 In 2014-15 Council wide, the average number of days lost through sickness absence per FTE is 10.83 days, compared with 9.80 days lost for 2013-14, missing the rather challenging target set for the year of 8.5 days per FTE. Long Term Sickness remains high and unchanged at 72%. The reasons for absence include 28% of staff reporting stress/anxiety/depression/mental health, almost 14% of staff absent due to Muscular Skeletal Disorder, including back and neck and 8% of staff off as a result of tests, treatments and operations. Detailed information is included in Part (E) of the Annex.
- 4.16 In response to the Committee’s recommendation at its meeting on 6th November 2014, on the financial costs of backfilling essential frontline posts due to sickness absence, Human Resources (HR) worked with all Directorates in the last quarter of the year to agree a methodology of calculating these costs. Data capture for 2014-15 is therefore

not available, but systems have now been set up to capture this financial data from Q1 2015-16 onwards.

4.17 A range of measures, including new Absence Management Training for managers, revised absence reports and the implementation of any recommendations from the WLGA sickness absence benchmarking project will aim to reduce absence in 2015-16.
Budget

4.18 At year end, an overall underspend of £1.796m has been achieved on Directorate revenue budgets. The capital budget at the year-end was £30.813m, which takes account of additional approvals of £5.477m and slippage of £7.421m into 2015-16. As the Committee received a detailed report at its meeting on 24th June 2015, outlining Financial Performance for 2014-15, a highlight of revenue budgets is provided for information purposes at Part (F) of the Annex and a highlight of capital budget is provided at **Appendix 2**.

Efficiency Savings

4.19 The budget approved for 2014-15 included savings of £11.274 million (compared with the savings total of £3.706 million for 2013-14). At the year end, £10.429 million (almost 93%) of the savings proposals have been achieved. This is a shortfall of £573,000, of which £100,000 relates to Communities and £473,000 to the Social Services and Wellbeing Directorate. A summary of the RAG status of the proposals is shown in the table in Part (G) of the Annex.

5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES

5.1 Monitoring the Council's performance against its Corporate Plan forms part of the Council's Performance Management Framework.

6. EQUALITY IMPACT ASSESSMENT

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

7. FINANCIAL IMPLICATIONS

7.1 The report has no financial implications.

8. RECOMMENDATION

8.1 The Committee consider and note the content of this report and appendices and explore issues consistent with its challenge and support role.

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Background Documents

None

ANNEX**Part (A) - Performance Summary against target**

Improvement Priorities	Commitments				Indicators (Year End)			
	TOTAL	R	A	G	TOTAL	R	A	G
Priority One: Working together to develop the local economy	10		2	8	22	0	3	19
		0%	20%	80%		0%	14%	86%
Priority Two: Raising Aspirations and driving up educational achievement	9		2	7	25	4	5	16
		0%	22%	78%		16%	20%	64%
Priority Three: Working with children and families to tackle problems early	8		2	6	41	9	4	28
		0%	25%	75%		22%	10%	68%
Priority Four: Working together to help vulnerable and older people to stay independent	11		3	8	25	1	2	22
		0%	27%	73%		4%	8%	88%
Priority Five: Working together to tackle health issues and encourage healthy lifestyles	8		1	7	8	0	0	8
		0%	13%	88%		0%	0%	100%
Priority Six: Working together to make the best use of our resources	12	1	0	11	10	2	2	6
		8%%	0%	92%		20%	20%	60%
Total for all Improvement Priorities	58	1	10	47	131	16	16	99
		2%	17%	81%		12%	12%	76%
Other Directorate Priorities / socio economic indicators					13	1	6	6
Total					144	17	22	105
						12%	15%	73%
No data available					6			
Grand Total					150			

Part (B) – Long Term Outcome Indicators

Performance Indicators (PIs)	Annual Target 14-15	Year End cumulative Actual & RAG vs Target	Trend vs Year End 13-14	Wales Average 13-14
Gross Value Added (GVA) per head	Increase on previous year	£15,593 (2013 ONS)	↑ £15,334 (2012 ONS)	£16,893 (2013 ONS)
Gross Disposable Household Income (GDHI) per head	Increase on previous year	£14,122 (2012 ONS)	↑ £13,594 (ONS 2011)	£14,623 (2012 ONS)
Percentage of working age population that is in employment	Increase on previous year	69.8% (Dec 2013 Labour Force Survey)	↓ 71.9% (Dec 2013 Labour Force Survey)	69.5% (Dec 2014 Labour Force Survey)
Percentage of 16-24 year olds in employment	Increase on previous year	47.9% (Dec 2014 Labour Force Survey)	↓ 50.49% (Dec 2013 Labour Force Survey -	49.5% (Dec 2014 Labour Force Survey)
Number of people claiming Job Seekers Allowance	Reduction on previous year	2.2%	↑ 3.1%	4.6%
Percentage of all children under 16 who are living in working age households with no one in employment	Reduction on previous year	20% (2013 Annual Pop Survey)	↓ 17.5% (2012 Annual Pop Survey)	16.5% (2013 Annual Pop Survey)
Percentage of children living in households below 60% median income	Reduction on previous year	22.2% (HMRC Dec 2014)	↓ 21% (Child Poverty Unit, 2012)	Data not available

Part (C) - National Indicators (NSIs and PAMs) Quartile Results compared with 2013-14

Service	No. of Pls		2014 -15 Quartile Results Compared with 2013-14							
	13-14	14-15	Upper		Upper Mid		Lower Mid		Lower	
			13-14	14-15	13-14	14-15	13-14	14-15	13-14	14-15
Education	11	10	2	3	0	1	4	3	5	3
Social Care	18	18	3	6	6	5	2	5	7	2
Housing	2	2	0	1	2	1	0	0	1	1
Environment & Transport	6	6	4	2	2	2	0	1	0	1
Planning & Regulatory Services	2	2	0	0	0	0	1	1	0	0
Leisure & Culture	2	2	0	1	1	0	0	1	1	0
HR	0	1	0	0	0	0	0	0	0	1
Total	41	41	9	13	11	9	7	11	14	8

Part (D) – National Indicators (NSIs and PAMs) comparison with Wales and South East Wales

Service	No of comparable indicators	Indicators where performance is improved		
		Bridgend CBC	Wales	South East Wales
Education	11	9 (82%)	8 (73%)	8 (73%)
Social Care	18	9 (50%)	10 (56%)	10 (56%)
Housing	2	2 (100%)	2 (100%)	1 (50%)
Environment & Transport	6	3 (50%)	4 (67%)	4 (67%)
Planning & Regulatory Services	2	2 (100%)	2 (100%)	1 (50%)
Leisure & Culture	2	1 (50%)	0 (0%)	0 (0%)
Overall	41	63%	63%	60%

Part (E) - Sickness Absence

CHROO2 (PAM)- SICKNESS – Number of working days/shift per FTE lost due to sickness absence	Average FTE 31.03.15	Annual Target 14-15	Year End Cumulative Actual & RAG v Target	Performance Trend v Year End 13-14	% short term sickness 2014-15	% long term sickness 2014-15
CORPORATE	4761.01	8.5	10.83	↓ 9.80	28%	72%
CHILDRENS	516.31	9.10	12.47	↓ 11.4	30%	70%
COMMUNITIES	479.62	8.00	11.52	↓ 9.27	21%	79%
LEGAL AND REGULATORY SERVICES	140.68	6.90	6.92	↑ 7.29	35%	65%
RESOURCES	453.67	9.40	11.61	↑ 11.76	24%	76%
SCHOOLS	2268.32	6.90	7.64	↓ 7.25	40%	60%
WELLBEING	902.41	11.30	18.46	↓ 15.05	16%	84%

Part (F) - Budget 2014-15

Directorate	Revised Budget 14-15 '000 (£)	Actual Outturn 14-15 '000 (£)	Actual over/(under) spend 2014-15 '000 (£)	Projected over/(under) spend Q3 14-15 '000(£)
Children	125,140	124,996	(144)	0
Communities	26,686	26,382	(304)	86
Legal and Regulatory Services	6,516	5,773	(743)	(490)
Resources	15,144	14,758	(386)	10
Wellbeing	43,478	43,259	(219)	97
Total Directorate Budgets	216,964	215,168	(1,796)	(297)

Part (G) - Efficiency savings 2014-15

CORP6.1.1- Value of planned budget reductions achieved Total and (percentage)£000's	Annual Target 14-15	Year End Cumulative Actual & RAG v Target	Trend v Year End 13-14
		11,274	10,429 (92.5%)

Value of planned budget reductions achieved (PI)	TARGET	Achieved	Yet to find	RAG
	'000 (£)	'000 (£)	'000 (£)	
Childrens	3,048	3,048	0	G
Communities	1,843	1,471*	100	A
Legal and Regulatory Services	474	474	0	G
Resources	1,374	1,374	0	G
Wellbeing	3,500	3,027	473	R
Corporate	1,035	1,035	0	G
BCBC Total	11,274	10,429	573	A

*£272k budget reductions offset into 15/16

Part (H) - High risks 2014-15 (score 15 and above)

Risk	Improvement Priority	Likelihood	Impact	Total score	Risk Owner
Welfare Reform	All Priorities	6	4	24	Corporate Director Resources
The economic climate and austerity	1 – Develop local economy	4	4	16	Corporate Director Communities
Maintaining infrastructure	1 – Develop local economy	4	4	16	Corporate Director Communities
School Modernisation	2 – Educational Achievement	4	4	16	Corporate Director Children
Supporting vulnerable children & their families	3 – Tackle problems early	5	4	20	Corporate Director Children
The impact of homelessness	3 – Tackle problems early	5	3	15	Corporate Director Communities
Supporting vulnerable people	4 – Helping stay independent	5	4	20	Corporate Director Wellbeing
Healthy lifestyles	5 – Healthy lifestyles	4	4	16	Corporate Director Wellbeing
Using resource effectively	6 – Best use of resources	6	4	24	Corporate Director Resources
Disposing of waste	6 – Best use of resources	4	4	16	Corporate Director Communities
Equal pay claims	6 – Best use of resources	4	4	16	Corporate Director Resources
Local Government Reorganisation	All Priorities	6	4	24	Chief Executive