

Performance Reporting Guide

Introduction

The purpose of this guide is to provide an overview of the Council's Performance Management arrangements, and the key role that **Updaters** play in ensuring that performance reporting is accurate, timely and reliable.

Each Head of Service has a Service Plan that aligns to the Well-being Outcomes and Objectives that the Council is striving to achieve as outlined within the Corporate Plan 2016-2020). The Service Plans outline the **Actions** and **Measures** that will be undertaken during the year that will contribute towards achieving our Corporate Plan priorities.

Solely collecting this performance information achieves very little; to be effective the Council must use this information to assist improvement by ensuring it informs the decision making process. The quality and reliability of the information provided through the performance reporting process is essential therefore, to ensure we deliver continuous improvement.

How does performance reporting work?

The Council reports performance on a quarterly basis, with quarter 4 (End of Year) acting as an overview of the whole year's performance. The reporting year runs from the first day of April in the current year to the last day of March in the following year e.g. 1st April 2018 to the 31st March 2019.

Each Directorate has a Performance Indicator (PI) Co-ordinator who is responsible for co-ordinating the Directorate's performance data reporting. Co-ordinators liaise with both Owners and Updaters and the Improvement and Development Team to ensure that returned performance data is accurate and of high quality. The current PI Co-ordinators for each directorate are:

- Environment and Housing: **Jo Lewis**
- Learning and Skills: **Jeremy Morgan**
- Social Services: **Jason Horton**
- Managing Director and Resources:
 - Legal Services: **John Tresidder**
 - Democratic Services: **Jeff Rees**
 - Financial Services, Strategic ICT: **Angela Evans**
 - Regeneration and Planning: **Fiona Lambert**
 - Performance and Development: **Emma George**

Updater Spreadsheets

In order to ensure a consistent approach to reporting performance information, all performance information is collated centrally through by the Improvement & Development Team through specially created Directorate level **Updater spreadsheets**:

- Environment and Housing
- Learning and Skills
- Social Services
- Managing Director and Resources

Built in Excel, the Updater sheets are split into separate Tabs for **Actions**, **Calculated measures** and **Uncalculated measures**. See below a sample screenshot of the Updater sheet 'Action' tab:

Ref	Action Title	Corporate Risk	Well-being Outcome	Well-being Objective	Owner	Updater	Start	End	Q1 % Complete	Q1 Status	RAG Status	Q1 Comment
PD/A001	Continue to work with partners through the 'Get The Vale Online' group to improve access and digital skills for groups most likely to experience digital exclusion.		W01	O1	Huw Isaac	Tony Curri	01/04/2018	31/03/2019			●	
PD/A008	Reinforce and improve the quality of Equality Impact Assessments produced across the Council.		W03	O6	Huw Isaac	Nicola Hinton	01/04/2018	31/03/2019			●	
PD/A009	Improve equality monitoring data from service areas so that services can make more informed decisions about service delivery.		W03	O6	Huw Isaac	Nicola Hinton	01/04/2018	31/03/2019			●	
PD/A010	Continue to work closely with Menter Bro Morgannwg and the Urdd to promote the social use of Welsh in the Vale of Giamorgan.		W03	O6	Huw Isaac	Linda Bro	01/04/2018	31/03/2019			●	
PD/A015	Extend our Customer Contact Centre Contact OneVale (C1V) service to include Shared Regulatory Service enquiries from Cardiff residents.		W01	O1	Huw Isaac	Tony Curri	01/04/2018	31/03/2019			●	
PD/A018	Work with Adult Services to review and speed processes at the Customer Contact	CR2 / CR11	W04	O8	Huw Isaac	Tony Curri	01/04/2018	31/03/2019				

The references for Actions relate to each Service Plan area. For example, in **PD/A001** above, 'PD' refers to Service Plan area which is Performance and Development. 'A' refers to the fact that this is an action and '001' is the unique /individual number for the action. Assigned to each Action is an **Owner** and **Updater**.

The **Owner** designates who 'owns' the Action, and is responsible for the work that is undertaken to achieve the action. The action owner will normally be a Head of Service or manager and will sign off comments before they are reported.

The **Updater** designates the officer responsible for providing the performance update against the action.

Against each action a timescale is also set. This provides a start and end-date that provides a timeline for reporting progress against the action and the completion of the action.

For actions, progress is measured in a **percentage**; e.g. 25%, a **status**; measured as either, 'Completed' 'On track' or 'slipped', and a **comment on progress** is required each quarter.

Commentary provided by Updaters must outline what has been achieved as a result of the activities undertaken to date. If an action has been completed then the commentary must outline the achievements/ benefits realised from completing the action. Slipped actions must also provide clear reasons as to why this has happened and what remedial action will be taken to bring the action back on track.

Updaters should refer to their respective Service Plans which outline for each action, the expected outcomes and key milestones for completion. The commentary provided should always reflect these regardless of whether the action has been completed or not. An example of a completed updater sheet is provided below:

Ref	Action Title	Corporate Risk	Well-being Outcome	Well-being Objective	Owner	Updater	Start	End	Q1 % Complete	Q1 Status	RAG Status	Q1 Comment
PD/A001	Continue to work with partners through the 'Get The Vale Online' group to improve access and digital skills for groups most likely to experience digital exclusion.		W01	O1	Huw Isaac	Tony Curri	01/04/2018	31/03/2019	25	On Trac	●25	Get The Vale Online (GTVO) continues to offer digital drop in training sessions for the public across libraries and community halls. In addition the group has commenced other projects including; the Royal National Institute for the Blind (RNIB) which have started offering sessions to give digital volunteers and other professionals skills and knowledge to talk to blind and partially sighted people about getting online. During the quarter digital champions from Cadoux Primary School attended Pwllheli Learning Centre. Adult Education continues to offer digital sessions and drop in. The Equality Co-ordinator has been and will continue to attend departmental management meetings to remind staff about the importance of completing equality impact assessments. Guidance on Equality Impact Assessments remains on StaffNet for officers to use to help officers improve the quality of their assessments. As equality impact assessments are completed, we will monitor their quality.
PD/A008	Reinforce and improve the quality of Equality Impact Assessments produced across the Council.		W03	O6	Huw Isaac	Nicola Hinton	01/04/2018	31/03/2019	25	On Trac	●25	This process will be carried out through the annual equality monitoring reporting process. This will begin shortly.
PD/A009	Improve equality monitoring data from service areas so that services can make more informed decisions about service delivery.		W03	O6	Huw Isaac	Nicola Hinton	01/04/2018	31/03/2019				Menter Bro Morgannwg are continuing to provide the agreed programme for social activities in the Vale for Welsh speakers. Details on the events taking place within the Vale to promote the social use of Welsh language can be found at www.menterbromorgannwg.org/en/activities-events . Events held during quarter 1 have included; a hairdressing and beauty workshop for children, Netball Camp for children, welly walks along Barry Island beach and ciwb in (a homework club for parents, carers and children in Welsh schools). A variety of popular activities will be scheduled to take place during the next quarter to further promote the social use of Welsh within the Vale. The 2018 Brecon and Radnorshire Urdd National Eisteddfod was successfully held and well attended by visitors from throughout Wales in the Royal Welsh showground, Builth Wells, from the 28 May - 2 June 2018.
PD/A010	Continue to work closely with Menter Bro Morgannwg and the Urdd to promote the social use of Welsh in the Vale of Glamorgan.		W03	O6	Huw Isaac	Linda Bro	01/04/2018	31/03/2019	25	On Trac	●25	Cardiff residents requiring access to Pollution Control issues are currently being handled through CIV. However, due to staff turnover and the impact on wait times, no further services for Cardiff residents have been transferred. This work will be progressed when operational issues at CIV are resolved.
PD/A015	Extend our Customer Contact Centre Contact OneVale (C1V) service to include Shared Regulatory Service enquiries from Cardiff residents.		W01	O1	Huw Isaac	Tony Curri	01/04/2018	31/03/2019	0	Slipped	●0	Work has commenced to review health, social care and customer services. A project manager has been appointed and HR and Organisational
PD/A018	Work with Adult Services to review and expand services at the Customer Contact	CR2 / CR11	W04	O8	Huw Isaac	Tony Curri	01/04/2018	31/03/2019	25	On Trac	●25	

For **Measures**, the referencing used is based upon the Corporate Management Framework (CPM/XXX) or Public Accountability Measures (PAM/XXX). Measures are either **calculated** or **uncalculated**. Calculated measures are those that either measure a percentage or an average.

Calculated measures are worked out by using a **Numerator** and **Denominator**. The **Numerator is a sub-group of the target population that meet the criteria as defined in the indicator definition**. For example:

N: The total number of 16-18 year olds not in education, employment or training in the Vale of Glamorgan

The Denominator is the target population and includes all service users or events that qualify for inclusion in the indicator definition. For example:

D: The total number of 16-18 year olds in the Vale of Glamorgan

Calculating the measure: The percentage of 16-18 year olds who are NEET (not in education, employment or training) is worked out by dividing the Numerator by the Denominator and then multiplying that figure by 100, as set out in the definition.

87

X100

3272

The percentage of 16-18 year olds who are NEET = 2.66

When entering data for calculated measures into the Updater sheet, only the Numerator and Denominator should be entered as the Updater sheet already contains the formula and agreed target and will perform the calculation required.

The relevant quarter on the Updater sheet linked to the measure will turn Red, Amber or Green based on the reported performance. This is known as the 'RAG' performance status. This will appear on Updater sheets as below:

Ref	PI Title	Updater	Quarter/Annual	Q1 Actual	Q1 Target	Q1 Comment
	N: The number of customer enquiries to C1V resolved at first contact	Tony Curliss		26129		
	D: The total number of customer enquiries to C1V	Tony Curliss		33422		
CPM/001	The percentage of customer enquiries to C1V resolved at first contact.	Tony Curliss	Q	78.179	70%	This information is based on service requests raised via Oracle CRM. 26,129 of the 33,422 customer enquiries made to C1V were resolved at first contact this quarter, exceeding the target of 70%.
	N: The number of customers who say they are satisfied with access to services across all channels	Tony Curliss		447		
	D: The number of customers who submitted a satisfaction response in relation to access to services across all channels	Tony Curliss		454		
CPM/002	The percentage of customers who are satisfied with access to services across all channels.	Tony Curliss	Q	98.4581	98%	Information is collated from Telephone channel only. Collection of Satisfaction rates with online transactions is being addressed through the Digital Customer project and other channels as part of the Customer Contact Technology procurement.
	N: The average DEC rating score in local authority public buildings over 1,000 square metres in the current year	Dave Powell				
	D: The average DEC rating score in local authority public buildings over 1,000 square metres in the previous year	Dave Powell				
CPM/006	The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres.	Dave Powell	An			
	N: Number of calls to service desk calls processed within agreed timescale	Andrew Brain		8177		

Uncalculated measures are worked out differently. For these measures there are no numerators or denominators, an uncalculated measure is quantitative in that they often measure the 'number' of something. For example, the number of books issued to customers in Welsh. For these measures performance will be cumulative. This means that for quarter 2 the figure will be the quarter 1 figure + the quarter 2 figure, quarter 3 will be Q1 + Q2, + Q3,

and quarter 4 (End of Year) will be Q1 + Q2, + Q3, + Q4. See sample screen shot below for uncalculated measure.

Ref	PI Title	PAM	Well-being Outcome	Well-being Objective	Owner	Update	Quarterly /Ann	Q1 Actual	Q1 Target	Q1 Comment	Q2 Actual	Q2 Target	Q2 Comment
CPM/065	The total number of subscribers to Vale Connect.		W01	O1	Huw Isaac	Tony Curlliss	Q	50448	50,000	A GDPR requirement for all users to review their subscriptions was anticipated to see a significant reduction in subscriber numbers. However, numbers fell by less than 10% and have subsequently recovered to pre-GDPR levels. It is hoped that subscriber numbers will increase further with the launch of a refuse collection reminder service in Q3.	51045	50,000	Total subscribers increased by 1,255 between 01 April and 30 September 2018. A new Bin Collection Reminder service was launched in September 2018 with subscribers increasing to over 4,000 during the first month. Work will continue throughout the year to rationalise topics and to further identify opportunities to increase personalisation and contextualisation of messages.
CPM/072	The average speed of answer for calls on the Welsh language line (seconds).		W03	O6	Huw Isaac	Tony Curlliss	Q	172	60	Answer delay on the Welsh line reflects delays overall at CIV. Performance has been impacted by staff turnover and difficulties recruiting additional staff. Recruitment has progressed and 7 new members of staff are in training.	171	60	Average speed of answer as been stabilised despite further turnover of Welsh speaking staff in CIV. Efforts are ongoing to recruit replacement Welsh speaking staff. Performance on this line exceeds performance on the main English language line which was 254 seconds. One complaint has been made to the Welsh Language Commissioner regarding wait times on the Welsh language line during the period.
CPM/078	Average vacancy rate in the Vale's main town centres.		W02	O3	Bob Guy	Nathan Slater/ Nia Hollins	An						
CPM/079	Number of facilitated visits to country parks and heritage coast.		W02	O3	Bob Guy	Steve Pickering	An						
CPM/081	Number of communities/groups supported to lead on the delivery of community projects.		W02	O3	Bob Guy	Phil Chappell	An						
CPM/084	Average daily impressions achieved by @VOGCouncil Twitter account.		CH	CH	Huw Isaac	Hannah Sinclair	Q	9400	8,000	Over the course of the quarter the Vale Twitter account earned 856.5k impressions providing an average of 9,400 impressions per day exceeding the target of 8000. This is a further increase on our performance during the same period in 2017/18 where our average was 8,100. The communications team continue to actively engage with residents over social media and monitor usage.	8500	8,000	Over the course of the quarter the Vale Twitter account earned 775.5k impressions providing an average of 8,500 impressions per day exceeding the target of 8000. The communications team continue to actively engage with residents over social media and monitor usage.
CPM/087	Total number of visitors to the Vale of Glamorgan for tourism purposes (as measured by STEAM survey).		W02	O3	Bob Guy	Nia Hollins	An						
CPM/145	Number of visitors to Barry Island weekend events.		W02	O3	Marcus Goldsworthy	Nia Hollins	An						
CPM/212	The number of working days/shifts per full time equivalent (FTE) local		CH	CH	Adrian Lincworth	Gareth Dritzbeard	Q	0.61	No target	No target is set for short term sickness absence hence a performance status is not possible.	1.09	No target	No target is set for short term sickness absence hence a performance status is not possible.

For all measures a **RAG (Red, Amber or Green)** performance status will be given for performance. This designates whether performance has met target, **Green** (target has been met or exceeded), **Amber** (performance is within 10% of target), **Red** (target has been missed by more than 10%).

For those measures where the performance status is shown as either Amber (within 10% of target) or Red (has missed target by more than 10%) a comment is required to explain performance including any planned remedial action. For those measures that have met target a comment is encouraged as this is good practice as it tells the story behind the data reported.

When reporting quarter 4 or End of Year performance, commentary is required for all measures including those with a green performance status, where the target has been met or exceeded. The commentary should give the reason for the improvement.

A number of measures reported are **Public Accountability Measures (PAMs)** and these measures are reported to Welsh Government and the Local Government Data Unit annually. It is essential therefore that the information provided for these measures is accurate and robust. In addition to PAMs, a number of measures have been taken from the Council's Improvement Plan, this is a statutory plan, published annually, that illustrates to residents what the Council intends to do over the coming year and what they can expect to see if we achieve our Improvement Objectives .

All Measures including PAMs are detailed in the **Performance Indicator Definition Library** which is available both on the Council's Performance Management web-pages and the Key Documents page on staffnet. [Performance Indicator Definition Library](#)

The Reporting Process

The Council reports its performance on a quarterly basis; with quarter 4 providing an overview of performance over the year. During each quarterly reporting period, Directorates will provide an update of progress against both actions and measures.

Quarterly Reporting

Each quarter Updater sheets are sent out to PI Co-ordinators who will collate respective Directorate performance responses. Following a three week period where all relevant actions and measures are updated, the performance information is signed off by relevant Heads of Service and then returned to the Improvement and Development Team via Updater sheet submission from PI Co-ordinators.

On receipt of Updater sheets, the Improvement & Development Team prepare the quarterly performance reports for firstly Directorate Management Teams, Corporate Management Team, and the relevant Scrutiny Committees and finally Cabinet. The Corporate Management Team and Cabinet reports provide overall Council performance for the quarter.

Following the publication of the new Corporate Plan 2016-2020, quarterly performance reports will now be reported by Well-being Outcome and Objective area to the following Scrutiny Committees:

- Corporate Performance and Resources
- Environment and Regeneration
- Healthy Living and Social Care
- Homes and Safe Communities
- Learning and Culture

Quarters 1, 2 and 3 follow the same process. However, at quarter 3, alongside providing the performance update, PI Co-ordinators must provide performance targets for all performance indicators for the coming year. Updaters must work with PI Owners to set targets in line with the Council's [Target Setting Guidance](#) which details why we set targets and how and when to do so. It also includes relevant templates.

Annual (End of Year) Reporting

On the whole, the reporting process for quarter 4, or End of Year, mirrors that of quarterly performance, there are however some additions to the process which are highlighted below.

Performance against all actions must be reported at End of Year. **The commentary provided by Updaters must outline what has been achieved /benefits realised as a result of the activities undertaken to date. Updaters should refer to their respective Service Plans which outline for each action, the expected outcomes and key milestones for completion. The commentary provided should always reflect these regardless of whether the action has been completed or not.**

Where an action has slipped, that is, not been completed during the planned timescale, clear reasons need to be provided as to why this has happened and what remedial action will be taken. **In such instances, the Updater must liaise with the Owner to determine whether the action should be carried forward into the next year, deleted if no longer relevant, or subsumed into another action. This information needs to be reflected in the commentary in order to provide a clear audit trail for all actions.**

All performance measures submitted at End of Year must be supported by evidence papers. Evidence papers need to show the source of the data, where the evidence has come from. This can be in the form of tables, screen shots or reports. It is essential that the evidence submitted relates to the correct period e.g. (1st April 2016-31st March 2017). On evidence sheets it is also essential that both numerators and denominators and overall performance are easily identifiable. It is essential that the evidence submitted is robust and accurate as this information will be audited.

Performance against all measures must be reported at End of Year. For all measures where the target has been missed (**red status**) commentary must be provided explaining the underperformance and any remedial action. The same applies to performance with an **amber status** (performance within 10% of target). Performance exceeding target (**green status**) should also provide commentary on the reason for the improvement.

For National Strategic Indicators and Public Accountability Measures the Welsh Government and Data Unit require us to provide commentary where performance has changed by more than 20% (either an improvement or deterioration) when compared to the previous year. **Where relevant, Updaters need to ensure that this is reflected in the commentary provided.**

The statutory national dataset (PAMs) must be reported within set timescales, usually during mid to end of May each year and the reporting timetable reflects this requirement.

Evidence Submission

Evidence submission at End of Year follows a number of steps:

- Updaters must complete an **End of Year Evidence Cover Sheet** for each Performance Indicator (see completed example below).

End of Year Evidence Cover Sheet 2018/19			
PI Ref.	CPM/036		
PI Description	Percentage of pupil attendance in primary schools		
PI Owner	Mike Glavin	Updater	Richard Evans
Calculated	X	Uncalculated	
Calculation			
Numerator	165369: The total number of sessions missed by all pupils in primary schools		
Denominator	3541646: The total number of sessions possible for all pupils		
Calculation	$1 - (165369 / 3541646) \times 100$		
Total	95.33%		
Checked by PI Coordinator/ PI Owner)	Lisa Lewis/ Mike Glavin		

- Updaters must follow the naming convention for evidence files submitted to PI Co-ordinators for verification. **This requires the completed End of Year Cover Sheet and relevant evidence to be merged into one document with the file named after the relevant performance measure reference. e.g. 'CPM/001'**
- Updaters must liaise with Owners to agree performance information prior to submitting to Co-ordinators.
- PI Co-ordinators must verify reported performance data and supporting evidence supplied by Updaters to ensure that reported performance reconcile with the supporting documentation submitted.
- On receipt of the evidence papers the Improvement & Development Team will quality check the evidence and update our **End of Year Evidence Checklist** (see below). If any further evidence or amendments are required a member of the Improvement & Development Team will contact the relevant PI Co-ordinator to advise and they will in turn liaise with the relevant Updater to ensure correct evidence is submitted.
- On completion of the audit, the national dataset is submitted to Welsh Government and the Local Government Data Unit. End of Year reports are subsequently produced and reported in line with the Council's performance monitoring arrangements.

PI Ref	PI Description	Cover Sheet Received	Evidence Received	QC passed (tick/cross)	Issue (Reason for fail)	Follow up

End of Year Checklist

When completing End of Year returns (all measures):

- Refer to the Performance Indicator Definition Library when completing the End of Year Evidence Cover Sheet. **The method of calculation in the PI Definition Library must be followed for all indicators.** Each definition will outline any formulas/calculation methods along with sources of data and whether the PI is a cumulative or annual measure.
- Ensure that the figure that is reported is clearly outlined on the evidence sheet(s) and matches with the figure entered onto the Updater spreadsheet.
- The evidence papers/supporting documentation supplied must relate to the performance indicator. **Please ensure cover sheets and related evidence are named correctly to match the PI reference e.g. CPM/001.** Evidence papers can be in a range of formats e.g. reports, spreadsheets and screen shots from systems.
- Evidence papers/supporting documentation must reconcile with the figures used in the PI calculation and the final figure that is reported. This supporting evidence is what is used by the auditors to verify the performance data.
- Evidence papers must show the source of numerators and denominators i.e. where and how the figures have been derived in order to calculate the PI.
- The calculation (the formula) used to work out the reported figure must be clearly shown on the evidence papers.
- The reporting period is clear on the evidence (April 2016 - March 2017) and the data supplied is consistent with this time period.

Should you have any further questions about the performance reporting process, please do not hesitate to contact a member of the Improvement & Development Team:

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