



RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

22nd MARCH 2018

COUNCIL PERFORMANCE REPORT – 31st December 2017 (Quarter 3)

REPORT OF THE GROUP DIRECTOR CORPORATE AND FRONTLINE SERVICES IN DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER (CLLR NORRIS)

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1.0 PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to provide Members with an overview of the Council's performance, both from a financial and operational perspective, based on the first nine months of this financial year (to the 31st December 2017).

2.0 RECOMMENDATIONS

It is recommended that the Cabinet:

Revenue

- 2.1 Note and agree the General Fund revenue position of the Council as at the 31st December 2017 (Section 2 of the Executive Summary).
- 2.2 Request that Cabinet approve the virements listed in Sections 2a - d of the Executive Summary that exceed the £0.100M threshold as per the Council's Financial Procedure Rules.

Capital

- 2.3 Note the up dated capital budget for the financial year 2017/18 and changes in the total cost of projects over the 3-year programme (Sections 3a – f of the Executive Summary).
- 2.4 Note the details of the Treasury Management Prudential Indicators as at the 31st December 2017 (Section 3g of the Executive Summary).

Corporate Plan Priorities

- 2.5 Note the quarter 3 position regarding progress made against the agreed Corporate Plan priorities (Sections 5 a – d of the Executive Summary), Other National Measures (Section 5e of the Executive Summary) and comparison of 2017/18 targets set against prior year and 'All Wales Average' performance information (Section 5f of the Executive Summary).

3.0 REASONS FOR RECOMMENDATIONS

- 3.1 To agree the Council's financial and operational performance position as at 31st December 2017, in line with the requirements set out in its Constitution, and in doing so enable elected Members and other stakeholders to scrutinise the performance of the Council.

4.0 BACKGROUND

- 4.1 This report provides Members with a third update of the Council's financial and operational performance position for the financial year ending the 31st March 2018.
- 4.2 The aim of the report is to bring together the Council's performance into an Executive Summary and make available more detailed information to the reader through electronic links. Information contained in the Executive Summary includes financial data and progress against our Corporate Plan priorities. Exceptions are highlighted within the detailed sections to ensure that elected Members and other readers are able to identify the key issues.
- 4.3 Table 1 below summarises the performance measures within each Corporate Plan priority area as well as the cross-cutting priority of 'Living Within Our Means'.

Table 1 – Summary of Corporate Plan performance measures

Priority Area	No. of Measures in Priority	No. of measures reported / with a target			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Economy	53	7 / 0	18 / 10	30 / 17 ^{1 2}	53 / 39
People	23	23 / 21	23 / 21	23 / 21	23 / 22
Place	14	6 / 6	6 / 6	6 ³ / 6	14 / 13
Living Within Our Means	8	5 / 5	6 / 6	7 / 6	8 / 7
Total	98	41 / 32	53 / 43	66 / 50	98 / 81

4.4 In addition to the measures in Table 1, there are a number of national measures that do not form part of the Council's Corporate Plan. These are set out in Table 2 below.

Table 2 – Other National Measures

Other National Indicators	No. of Measures	No. of measures reported / with a target			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
	14	3 / 3	3 / 3	5 / 3	13 / 10

5.0 QUARTER 3 REPORT

5.1 The Quarter 3 report is attached and comprises:

- **Executive Summary** – setting out, at a glance, the overall performance of the Council as at Quarter 3 (i.e. 31st December 2017);
- **Revenue Monitoring** – sections 2a – d setting out the detailed quarterly financial spend against budget across our Revenue Budget with exceptions highlighted;

¹ Revised timescale for the availability of 2 performance measure results i.e. originally scheduled to be available in quarter 4 – this has been brought forward to Quarter 3 due to earlier collation of information.

² 7 of the Education performance measures that had a target set have not been assessed against target as the definition of the performance measures have changed significantly since targets were set. Performance can therefore not be accurately compared.

³ Revised timescale for the availability of 2 performance measure results i.e. originally scheduled to be available in quarter 3 – this has been revised to quarter 4 to enable the robustness of the information to be validated.

- **Capital Monitoring** – sections 3a – f setting out capital spend across our Capital Programme with exceptions highlighted and section 3g covering Prudential Indicators;
- **Organisational Health** – includes information on turnover, sickness absence, organisational health related investment areas and Council strategic risks; and
- **Corporate Plan / Other National Measures** – includes:
 - Three action plans (sections 5a – c) setting out performance and progress against measures and actions across each of the three Corporate Plan priorities. An electronic link has been included within the Executive Summary setting out those performance measures ‘Not on Target’ i.e. noted as ‘Red’ performance measures.
 - Performance measures in respect of the ‘Living Within Our Means’ cross-cutting priority (Section 5d).
 - Other National Measures (Section 5e).
 - Target setting (Section 5f).

6.0 EQUALITY AND DIVERSITY IMPLICATIONS

- 6.1 The Council’s Performance Report provides an update on financial and operational performance in line with its Constitution, statutory duties and locally determined arrangements that have previously been formally approved, where required. As a result, no Equality Impact Assessment screening form is deemed required for the purposes of this report.

7.0 CONSULTATION

- 7.1 Following consideration by Cabinet, this Report will be presented to the Finance and Performance Scrutiny Committee for review, challenge and where deemed required, the scrutiny of specific areas in more detail.

8.0 FINANCIAL IMPLICATIONS

- 8.1 There are no financial implications as a result of the recommendations set out in the report.

9.0 LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED

9.1 There are no legal implications as a result of the recommendations set out in the report.

10.0 LINKS TO CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

10.1 The operational performance information included within this report has been aligned to the priorities within the Council's Corporate Plan and demonstrates the progress Council services are making toward the delivery of these priorities. These priorities were adopted as the Council's Well-being Objectives at a meeting of Cabinet on [2 November 2016](#), alongside the Council's Policy statement, which set out how the Council would respond to and apply its statutory duties in respect of the Well-being of Future Generations Act.

10.2 The Sustainable Development principles (i.e. the 5 Ways of Working) were considered as part of the development of the action plans supporting each of the Council's priorities of Economy, People and Place. These were presented to Council on [19th July 2017](#) as part of the Council's Corporate Performance Report.

11.0 CONCLUSION

11.1 This report sets out the overall performance of the Council, as at the 31st December 2017, that is Quarter 3.

11.2 The third report of the financial year continues to demonstrate sound financial and operational performance results.

Other Information:-

Relevant Scrutiny Committee: Finance and Performance Scrutiny Committee

Contact Officer: Barrie Davies

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

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(CLLR NORRIS)**

Item:

Background Papers

Officer to contact: Barrie Davies

**COUNCIL PERFORMANCE REPORT
QUARTER 3 2017/18
EXECUTIVE SUMMARY**

Contents

Section 1 – INTRODUCTION

Section 2 – REVENUE BUDGET

Revenue Budget Performance – more detailed breakdowns are included in the following sections:

- 2a Education and Lifelong Learning Services;
- 2b Community and Children’s Services;
- 2c Corporate and Frontline Services;
- 2c Chief Executive’s Division; and
- 2d Authority Wide Budgets.

Earmark reserve update – Section 2e provides a breakdown of expenditure against service areas.

Section 3 – CAPITAL PROGRAMME

Capital programme budget – more detailed breakdowns are included in the following sections:

- 3a Chief Executive;
- 3b Corporate and Frontline Services;
- 3c Corporate Initiatives;
- 3d Education and Lifelong Learning;
- 3e Community and Children’s Services; and
- 3f Capital Programme Funding.

Prudential Indicators – a detailed breakdown is included in Section 3g.

Section 4 – ORGANISATIONAL HEALTH

- Turnover;
- Sickness Absence;
- Organisation Health related investment areas; and
- Council Strategic Risks.

Section 5 – CORPORATE PLAN / OTHER NATIONAL MEASURES

Corporate Plan progress updates – Quarter 3 position statements are included in the following sections:

- 5a – Economy;
- 5b – People;
- 5c – Place;
- 5d - Living Within Our Means;
- Overall summary of Corporate Plan performance indicators;
- 5e – Other National Measures; and
- 5f – Target Setting.

Section 1 – INTRODUCTION

The Executive Summary aims to bring together and summarise the Council's financial and operational performance position as at 31st December 2017.

Throughout the Summary electronic links have been included that enable the reader to access more detailed information, as required.

For information, the presentation of information within the Executive Summary does not take account of the senior management structure changes agreed by Council on 29th November 2017. This will be reflected in the Council's budget from 2018/19.

Section 2 – REVENUE BUDGET

Revenue Budget Performance

Service Area	2017/18 – as at 31 st December 2017		
	Full Year Budget £M	Projected Expenditure as at Quarter 3 £M	Variance Over / (Under) £M
Education & Lifelong Learning Services (2a)	177.855	177.879	0.024
Community & Children's Services (2b)	137.904	138.267	0.363
Corporate and Frontline Services (2c)	61.123	60.994	(0.129)
Chief Executive's Division (2c)	11.872	11.826	(0.046)
Sub Total	388.754	388.966	0.212
Authority Wide Budgets (2d)	70.186	69.487	(0.699)
Grand Total	458.940	458.453	(0.487)

Key Revenue Variances at Quarter 3

- [Education & Lifelong Learning Services](#)
 - Catering (£0.134M overspend).

- Community and Children's Services

ADULT SERVICES

- Long Term Care & Support (£0.242M overspend);
- Commissioned Services (£1.443M overspend);
- Short Term Intervention Services (£0.770M underspend); and
- Fairer Charging (£0.324M overspend).

CHILDREN'S SERVICES

- Safeguarding & Support (inc. Children Looked after) (£0.173M overspend);
- Early Intervention (£0.358M underspend);
- Intensive Intervention (£0.541M underspend); and
- Management & Support Services (£0.187M underspend).

TRANSFORMATION

- Transformation Services (£0.151M overspend).

PUBLIC HEALTH AND PROTECTION

- Environmental Health, Trading Standards and Community Safety (£0.101M underspend);
- Leisure, Parks and Countryside and Community Facilities (£0.305M underspend);
- Community Housing (£0.260M overspend); and
- Communities & Prosperity (£0.133M overspend).

- Authority Wide

- Council Tax Reduction Scheme (£0.779M underspend).

Earmark Reserve Update

- A breakdown of expenditure committed against approved earmark reserves for Service Areas can be viewed at Section 2e by clicking [here](#).

Section 3 – CAPITAL PROGRAMME

Capital Programme Budget

Service Area	2017/18 - as at 31 st December 2017	
	Capital Budget £M	Actual Expenditure £M
Chief Executive's Division (3a)	3.796	1.675
Corporate and Frontline Services (3b)	25.025	16.853
Corporate Initiatives (3c)	2.150	0.845
Education & Lifelong Learning Services (3d)	62.388	36.738
Community & Children's Services (3e)	14.080	7.279
Total	107.439	63.390

Key Capital Variances at Quarter 3

- Re-profiling of a number of projects to reflect changes in the total cost of schemes and revised delivery timescales.
- The inclusion of further one-off capital investment, totalling £6.5M, as agreed by Council on 29th November 2017 ('Council Corporate Plan - Investment Priorities' report).
- Grant approvals introduced into the Capital Programme: Taff Vale Development Welsh Government ERDF (£10M); Local Transport Fund (£0.050M); Traffic Management (£0.210M); Transportation Infrastructure (£0.800M); Safe Routes in Communities (£0.280M); Community Regeneration (£0.022M); Community Safety Initiatives (£0.010M); and Modernisation Programme (Children's) (£0.215M).

For information on how the Capital Programme is funded see section 3f by clicking [here](#).

Prudential Indicators

For a detailed breakdown of Prudential Indicators, see section 3g by clicking [here](#).

Section 4 – ORGANISATIONAL HEALTH

- Turnover

Service Area	2017/18		2016/17			
	As at 31 st December 2017		As at 31 st December 2016		As at 31 st March 2017	
	Staff Nos.	% Turnover	Staff Nos.	% Turnover	Staff Nos.	% Turnover
Turnover – Council Wide	10,816	8.00	10,933	10.02	10,981	11.66
Community & Children's Services	2,783	5.17	2,815	8.31	2,811	10.39
Corporate & Frontline Services	1,216	4.52	1,197	4.85	1,191	5.96
Education & Lifelong Learning (including Schools)	6,527	9.94	6,628	11.77	6,692	13.28
Chief Executive's Division	290	5.86	293	7.85	287	9.76

- Sickness Absence

Service Area	2017/18	2016/17	
	As at 31 st December 2017 %	As at 31 st December 2016 %	As at 31 st March 2017 %
% days lost to sickness absence – Council Wide	4.34	4.42	4.53
Community & Children's Services	6.48	6.94	6.90
Corporate & Frontline Services	3.88	3.99	4.14
Education & Lifelong Learning (including Schools)	3.61	3.53	3.72
Chief Executive's Division	1.74	2.32	2.07

For a more detailed breakdown of 2017/18 sickness absence information, click [here](#).

Organisation Health related investment areas

Progress in our Investment Priorities – Organisational Health		
Investment Area	Investment Value £M	Quarter 3 Update
IT Infrastructure	--	The £0.500M investment approved by Council on 10 th March 2016 was completed in 2016/17. This included agile working pilot projects; improvements to building networks and WiFi hotspot creation; improvements and greater resilience to the Council's email systems; improvements to server and desktop systems to realise greater resilience; Data Centre environmental systems updates; and paperless meeting pilots.
Council Wide Energy Efficiency –	--	The £1.050M investment approved by Council on 10 th March 2016 was completed in 2016/17. On-going investment to continue in 2017/18 from existing resources.

- **Council Strategic Risks**

The Council's Quarter 3 Strategic Risk Register can be viewed by clicking [here](#). There have been no changes to the risk scores between quarters 2 and 3 of this financial year.

Section 5 – CORPORATE PLAN

Corporate Plan progress updates

- **ECONOMY** (Section 5a)

Summary of progress to 31st December 2017								
<p>Good progress has been made this quarter on: progressing the town centre developments in Aberdare and Pontypridd with the Taff Vale project business case and funding approved by Council, and the building work planned to start on 8th January 2018; the 21st Century Schools investment programme continues at a pace, and Welsh Government announced that the Council had secured an additional £160m of Band B 21st Century Schools Programme Funding for 2019-2026. The final KS4 examination data was released in December. Due to significant changes in the way in which the performance indicators are calculated and the change in the curriculum in particular for mathematics and English/Welsh, it is difficult to compare to past performance. Nevertheless, the results indicate that some schools have not performed as well as others and with the Education Consortium, additional support is being provided to these schools. Pupil attendance for both primary and secondary schools has decreased during the quarter and this is being raised with schools to ensure parents are reminded, consistently, of the importance of high levels of attendance in order to achieve success in school.</p> <p>Full action plan can be viewed by clicking here.</p>								
Progress in our KEY PERFORMANCE INDICATORS as at 31st December 2017								
Total no. of PIs in the Priority	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target	
			No.	%	No.	%	No.	%
53	30	17 ⁴	8	47	3	18	6	35

⁴ 7 of the Education performance measures that had a target set have not been assessed against target as the definition of the performance measures have changed significantly since targets were set. Performance can therefore not be accurately compared.

Progress in our Investment Priorities – Economy		
Investment Area	Investment Value £M	Quarter 3 Update
Empty Property Grant	1.500	Between April and December 2017, 81 cases were approved and 69 cases have been surveyed.
Graduate Officers	0.200	10 officers were appointed in September 2016 and are progressing through their two-year graduate programme.
Schools	2.000	This investment funding relates to that approved by Council on 1 st March 2017. The majority of schemes have been completed over the summer 2017 holidays and remaining works are in the process of being scheduled during this financial year.
Town Centres and Village Centres	0.300	Works on going that cover resurfacing / re-lining roads, painting fencing/barriers, signage and benches in town centres and are scheduled to be completed during 2017/18.
Transport Infrastructure	1.200	This investment funding relates to that approved by Council on 1 st March 2017. Works are progressing and are scheduled to be completed during this financial year.
Taff Vale Development ⁵	2.024	Business case report presented to Cabinet on 21 st November 2017 and business case borrowing report presented to Council 29 th November 2017. Proposed footbridge report presented to Ynysangharad War Memorial Park Cabinet on 21 st November. In principle award of funding for £10Million ERDF received 23 rd November 2017.
Apprenticeships	0.200	The investment funding has been combined with existing service resources to enable 33 apprentices to be appointed from September 2017.
Park and Ride Programme (NEW)	1.000	This investment funding, approved by Council on 29 th November 2017, will be used to supplement existing funding for feasibility studies, fund investigations, design and, where possible, some construction work. The programme will complement the City Deal investment in the Metro and may lever in additional Welsh Government funding.
Total	8.424	

⁵ Taff Vale Development – investment of £2.024M represents that approved by Council on 30th November 2016 (and is in addition to the £1.5M investment approved by Council on 28th October 2015).

- **PEOPLE** (Section 5b)

Summary of progress to 31st December 2017

Performance during the third quarter has been maintained and is generally good across the Council's People priority. This position continues to be evidenced through the progress being made to deliver important 'on the ground' improvement priorities, for example, the extra care development on the former Maesyffynnon Care Home site; the development of the Resilient Families service; and the stay well @ home service.

We know that further on-going work with our partners is needed to further modernise, integrate and improve service provision to ensure highly complex areas such as Children Looked After, children on the Child Protection Register, helping people to maintain their independence and reducing the number of delayed transfers from hospital continue to be effectively managed.

Full action plan can be viewed by clicking [here](#).

Progress in our KEY PERFORMANCE INDICATORS as at 31st December 2017

Total no. of PIs in the Priority	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target	
			No.	%	No.	%	No.	%
23	23	21	10	48	5	24	6	28

Progress in our Investment Priorities – PEOPLE

Investment Area	Investment Value £M	Quarter 3 Update
Leisure Centre Changing Rooms (NEW)	0.750	Investment funding agreed by Council on 29 th November 2017 to improve the changing room facilities at Rhondda Sports Centre, Bronwydd Swimming Pool, Abercynon Sports Centre and Sobell Leisure Centre.
Total	0.750	

- **PLACE** (Section 5c)

Summary of progress to 31st December 2017
<p>Performance during the third quarter has continued to follow the positive direction of quarters one and two, as set out in the up dated action plan.</p> <p>Our work in priority areas continued to demonstrate positive outcomes: helping to keep people safe whereby 96% of first time offenders who were accepted onto the 'Divert' programme did not re-offend within 6 months of the intervention and also a focus on the local environment through the timely removal of fly tipping.</p> <p>We also continued to progress our investment in priority areas: developing safer routes in communities for pedestrians and cyclists, with Porth being 80% completed, and site works commencing on the Mountain Ash Cross Valley Link.</p> <p>The focus for the fourth quarter will be around completing the Garth Olwg new 3G pitch and building on the positive work undertaken with residents around recycling to ensure we continue to improve in this area.</p> <p>Full action plan can be viewed by clicking here.</p>

Progress in our KEY PERFORMANCE INDICATORS as at 31st December 2017								
Total no. of Pls in the Priority	Total no. of Pls reported this Qtr	No. of Pls reported this Qtr with Target	On Target		Not on Target		Within 5% of Target	
			No.	%	No.	%	No.	%
14	6	6	4	67	0	-	2	33

Progress in our Investment Priorities – PLACE

Investment Area	Investment Value £M	Quarter 3 Update
Flood Alleviation	--	The projects / works supported through investment funding approved by Council on 10 th March 2016 (£0.300M) was completed in 2016/17.
Green Teams	0.200	This investment funding relates to that approved by Council on 1 st March 2017 and supports the continuation of additional operatives within Green Teams.
Highways Infrastructure Repairs	2.264	This investment funding relates to that approved by Council on 1 st March 2017 and is supporting a programme of highways improvement schemes, highways footways, fencing, and barriers during 2017/18.
Outdoor Leisure Facilities (additional funding approved)	1.250	<p>This investment funding relates to that approved by Council on 1st March 2017 and is supporting further investment in 3G pitches at Abercynon Sports Centre and in schools.</p> <p>Further investment funding of £0.650M was approved by Council on 29th November 2017 to contribute to two new 3G pitches at Bryncelynog and Ysgol Gyfun Rhydywaun Schools. For information, this investment will be combined with an agreed contribution from the Education budget to support the programme of work.</p>
Play Areas	0.450	This investment funding relates to that approved by Council on 1 st March 2017 and is supporting further investment in play areas. As at quarter 3, 15 schemes were fully complete, 12 are currently under construction, 10 designed, costed and scheduled and 7 'to be designed'.
Waste Recycling Centre	0.150	The Council's animal shelter has been re-located and preparatory work continues around drainage / ground investigation works. The planning application was approved by Planning Committee on 2 nd November 2017 and the programme of work is currently in the process of being updated.
Cynon Gateway South – Mountain Ash Cross Valley Link (additional funding approved)	3.000	<p>Project progressing with the Cardiff Road Junction nearing completion and the A4059 junction tender returned.</p> <p>Further investment funding approved by Council on 29th November 2017 (£1.0M) to support the continued development and implementation of this major transportation project (partly funded by the Welsh Government).</p>
Structures: St Albans Bridge, Brook Street Footbridge and (NEW) Pontrhondda Bridge	4.600	<p>Monitoring and inspection works continuing to determine the appropriate works that are required to both structures.</p> <p>Further investment funding approved by Council on the 29th November 2017 for the Pontrhondda Bridge (£1.1M) to enable a replacement structure to be put in place in 2018/19.</p>

Investment Area	Investment Value £M	Quarter 3 Update
Structures	0.500	Pontypridd Road, Porth – wall replacement scheme project progressing, for example, design works, in partnership with Welsh Water.
Parks and Green Spaces	0.100	Programme of work in place and is in the process of being delivered.
Llanharan Bypass (NEW)	1.000	Investment funding approved by Council on 29 th November 2017 to assess the viability of the two route options included within the Local Development Plan.
A4119 Dualling (Stinkpot Hill) (NEW)	1.000	Investment funding approved by Council on 29 th November 2017 to support the dualling of this section of the highway. This will potentially be a catalyst for the development of strategic areas for employment sites and would also improve connectivity to Tonyrefail and further development areas.
Community Hubs (NEW)	0.500	Investment funding approved by Council on 29 th November 2017 to support the creation of community hubs that will provide a range of community based services in one or a number of closely located buildings.
Total	15.014	

- **LIVING WITHIN OUR MEANS** (Section 5d)

The Council's Corporate Plan aims to apply a disciplined and planned approach to meeting the financial challenges ahead and has set a number of measures to gauge efficiency and the use of resources. These can be viewed by clicking [here](#) and a summary position is included below.

Progress in our KEY PERFORMANCE INDICATORS as at 31 st December 2017								
Total no. of PIs	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target	
			No.	%	No.	%	No.	%
8	7	6	6	100	0	-	0	-

- **OVERALL SUMMARY OF CORPORATE PLAN PERFORMANCE INDICATORS**

Progress in our KEY PERFORMANCE INDICATORS as at 31 st December 2017								
Total no. of PIs	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target	
			No.	%	No.	%	No.	%
98	66	50	28	56	8	16	14	28

Those performance indicators that were 'Not on Target' can be viewed by clicking [here](#).

- **OTHER NATIONAL MEASURES** (Section 5e)

In addition, there are a number of national measures that do not form part of the Council's Corporate Plan. These can be viewed by clicking [here](#). A summary is provided in the table below.

Progress in our KEY PERFORMANCE INDICATORS as at 31 st December 2017								
Total no. of PIs	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target	
			No.	%	No.	%	No.	%
14	5	3	1	33.3	1	33.3	1	33.3

- **TARGET SETTING** (Section 5f)

An analysis of 2017/18 targets set compared to previous year's performance and targets, and 'All Wales Average' performance levels, where collected, can be viewed by clicking [here](#).