

Report of the Cabinet Member for Finance and Resources

Cabinet – 29 July 2014

ANNUAL 2013/14 PERFORMANCE MONITORING REPORT

Purpose:	To report Corporate and Service Performance for 2013/14
Policy Framework:	'Standing up for a better Swansea' Corporate Improvement Plan 2013/17
Reason for Decision:	To receive and review the performance results for 2013/14
Consultation:	Legal, Finance, Access to Services.
Recommendation(s):	It is recommended that: 1) Performance is reviewed to help inform executive decisions on resource allocation and, where relevant, corrective actions to manage and improve performance and efficiency in delivering national and local priorities
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1.0 Introduction

1.1 This report presents performance results for the financial year 2013/14; this includes performance meeting targets and projections set out within the Corporate Improvement Plan 2013/17. The report also provides an update in relation to progress delivering the Policy Commitments as at the end of the financial year 2013/14

1.2 The outturn presented in the performance tables (Appendix A) and Policy Commitments Tracker (Appendix B) needs to be considered alongside the current financial situation of the Council. The financial resources required to achieve the specified performance levels in 2013/14 have been provided in the approved budget. As part of the work on *Sustainable Swansea – Fit for the future* there will be an increased focus on understanding the level of activity and outcomes that are achieved for

the budget allocated so that choices can be made about relative priorities.

2.0 Summary of Performance

- 2.1 When making comparisons between previous years and 2013/14, the following should be considered:
- 2.1.1 The nature and number of some performance indicators (PIs) has changed between these two periods and therefore direct comparisons may not always be appropriate.
- 2.1.2 The results do not always account for changes in resources and workload during that period (although details can be seen in the numerator and denominator information and in the comments column of the data tables attached to this report).
- 2.1.3 There may be changes to the numerator and denominator information which may affect the trends by showing a decline while the volume of work has increased.
- 2.1.4 Comparisons and references made to previous performance results and longer term trends go back as far as 2008/09, although some performance indicators may have older data available. A proper comparison with national performance data will not be possible until the 2013/14 national performance results are published later in 2014.
- 2.1.5 The tables below summarise the 2013/14 performance outturn:

Corporate PI Suite

2013/14	Corporate	People	Place	Totals
Met Target	80%	59%	79%	68%
Met within 5% of Target	100%	82%	87%	85%
Aspirational Target To Aim For (TTAF) Met	60%	33%	42%	38%
Improved, Maintained or At Best Performance	60%	66%	64%	65%

Corporate Improvement Plan Only

2013/14	People	Place	Totals
Met Target	53%	59%	56%
Met within 5% of Target	90%	83%	87%
Aspirational Target To Aim For (TTAF) Met	37%	53%	44%

2.1.6 The Corporate Improvement Plan contains performance indicators where the Council wants to see performance improve; the need to improve performance is reflected in the outturn included in the table above.

3.0 National and local performance indicators

3.1 The Council is subject to the National Performance Improvement Framework and as such has to collect, monitor and report on a number of performance indicators that are set by the Welsh Government or Welsh Local Government to measure their shared priorities with Welsh Council's. National performance measures are referenced within the data tables attached to this report as follows:

- **NSI - National Strategic Indicators** – set by the Welsh Government.
- **PAM - Public Accountability Measures** – set by Welsh Local Government to measure shared national priorities.
- **SID - Service Improvement Data** – national benchmarking data.

3.2 The Council also reports a small number of locally defined performance indicators. The performance tables attached to this report illustrate Swansea's performance in 2013/14 in comparison to other Councils in Wales using published national performance data for 2012/13.

4.0 Performance Standards

4.1 To date the Council has set two targets for its performance indicators. In addition to the target there is an aspirational Target To Aim For (TTAF).

4.2 The target is based upon current local and (where relevant) national performance and other considerations, such as previous trends, seasonal factors, available resources, intelligence and an understanding of what the target means for national performance; the TTAF is a stretching and aspirational benchmark for services.

4.3 The performance data tables attached to this report show quarterly performance against the targets. The performance data tables show quarterly performance against the target using GREEN (met or exceeded target), AMBER (within 5% of the target), RED (missed target); indicators coloured up as BLUE have met or exceeded their aspirational TTAF.

- 4.4 Sometimes performance may be GREEN against the target but in some cases performance may be poor compared to the rest of Wales. The targets that have been set may sometimes be perceived as reinforcing this position.
- 4.5 However, the factors highlighted in para 4.2, such as previous trends, whether or not it is a priority, available resources to invest, etc. above would have been considered when setting such targets to ensure that they are realistic and achievable; the TTAF would be an indication and incentive to illustrate how performance would need to be stretched to compare better with other Council's in Wales.
- 4.6 Targets are formally set before the start of each financial year and are continually reviewed to ensure that they remain appropriate.
- 4.7 For 2014/15, it has been decided that the Council will revert to having just one performance target and that targets for Council priorities will be stretching and challenging. Further discussion and consideration will be required as part of Sustainable Swansea debate around which areas are priorities and which are not and target setting for performance improvement.

5.0 Policy Commitments Tracker

- 5.1 The Policy Commitments represent the Council's key priorities for delivery and were adopted by Council on 26th July 2012. Policy Commitments vary in their nature, some have specific in year outcomes, and others are targets to progress toward over 5 or more years
- 5.2 While work is underway to deliver the Policy Commitments, the intention is to develop a single mechanism for reporting progress that brings together the information located in different plans and processes.
- 5.3 A single tracker is being used to monitor the delivery of the Policy Commitments. The tracker is being developed jointly by lead Cabinet Members and Directors/Heads of Service.
- 5.4 The tracker groups the Policy Commitments according to their current status:
- § Blue Status – complete
 - § Green Status – in progress
 - § Amber Status – further work needed, e.g. progress is dependent on a successful funding bid.
 - § Red Status – issues with delivery (none at present).
- 5.5 The tracker contains relevant information including the lead Head of Service/s, the intended outcome and how it will be achieved and an

indication of the intended timescale. Information is also provided to illustrate where further work might be needed.

5.6 Following Cabinet discussion, a Cabinet Member led task group has been established to review the Tracker and to identify and prioritise a more focused number of key Policy Commitments for further discussion and progress reporting. Improvements will be made to the Tracker for 2014/15. Progress will continue to be monitored and reported to Cabinet in conjunction with the quarterly performance reports.

6.0 Policy Commitments Tracker – progress as at the end of financial year 2013/14

6.1 Progress delivering the Policy Commitments through the tracker was last reported during March 2014. Developments since then are recorded in **bold** font at Appendix B:

7.0 Equality & Engagement Implications

7.1 This report has no direct equality and engagement implications itself although the data reported may form part of the information that leads to a service screening for and undertaking an EIA as required.

8.0 Financial Implications

8.1 In the current and anticipated financial environment further discussion and consideration will be required around priorities and target setting for performance improvement as part of *Sustainable Swansea – fit for the future*.

9.0 Legal Implications

9.1 There are no legal implications associated with this report.

Background Papers: None.

Appendices:

Appendix A – Annual 2013/14 Performance Data Tables;

Appendix B – Extract from Policy Commitments Tracker: end of year 2013/14 update.

Appendices located at: -

<http://democracy.swansea.gov.uk/ieListDocuments.aspx?CId=124&MId=5530&Ver=4&LLL=0>