

**Joint Report of the Cabinet Members for Finance and Strategy and
Transformation and Performance**

Cabinet – 16 July 2015

ANNUAL 2014/15 PERFORMANCE MONITORING REPORT

Purpose:	To report Corporate and Service Performance for 2014/15
Policy Framework:	'Standing up for a better Swansea' Corporate Improvement Plan 2013/17 – updated for 2014/15
Reason for Decision:	To receive and review the performance results for 2014/15
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
Report Author:	Richard Rowlands
Finance Officer:	Carl Billingsley
Legal Officer:	Tracey Meredith
Access to Services Officer:	Sherill Hopkins

1.0 Introduction

- 1.1 This report presents performance results for the financial year 2014/15. The report also provides an update in relation to progress delivering the Policy Commitments as at the end of the financial year 2014/15.
- 1.2 The outturn presented in the performance tables (Appendices A, B and C) and Policy Commitments Tracker (Appendix D) needs to be considered alongside the current financial situation of the Council. The financial resources required to achieve the specified performance levels in 2014/15 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 Context

2.1 When making comparisons between previous years and 2014/15, 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 2014/15 national performance results are published later in 2015.

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.

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 2014/15 in comparison to other Councils in Wales using published national performance data for 2013/14.

4.0 Performance Targets

4.1 Targets for Council priorities were discussed and agreed between Heads of Service and Cabinet Members so that they are 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 Outturn

- 5.1 In 2014/15, the Council adopted a new Corporate Plan. The Corporate Plan 2015/17 *Delivering for Swansea* identified the Council's 5 key priorities. The 5 key priorities are:
- a) Safeguarding Vulnerable People
 - b) Improving Pupil Attainment
 - c) A Vibrant and Viable City and Economy
 - d) Tackling Poverty
 - e) Building Sustainable Communities
- 5.2 In preparation, the existing performance indicators in the corporate performance indicator suite were reviewed and prioritized for their suitability in measuring the priorities outlined in the Corporate Plan.
- 5.3 This exercise led to the reduction in the numbers of existing performance indicators in the corporate performance indicator suite in readiness for 2015/16 reporting; the indicators that have been removed will be replaced by indicators from the new Corporate Plan.
- 5.4 This report serves as a transition towards measuring the Council's priorities outlined in the new Corporate Plan 2015/17. **Appendix A** contains the remaining performance indicators that were prioritized for their measurement of the priorities described in the Corporate Plan and which will continue to be reported in 2015/16. In 2015/16, these indicators will also be supplemented by performance indicators derived from the Corporate Plan 2015/17.
- 5.5 The tables below summarise the 2014/15 performance outturn **by priority**:

Corporate PI outturn 2014/15 by priority

2014/15	Number Met Target	Number Missed Target	Number within 5% of Target
Safeguarding Vulnerable People	6	15	6
Improving Pupil Attainment	11	3	1
A Vibrant and Viable City and Economy	4	4	1
Tackling Poverty	1	0	0
Building Sustainable Communities	5	5	1
Supporting Services	2	1	0
Totals	29	28	9

- 5.6 The tables below summarise the 2014/15 improvement compared to 2013/14 **by priority**:

Corporate PI improvement 2014/15 compared to 2013/14 - by priority

2014/15	Number Improved	Number Declined	Number Static
Safeguarding Vulnerable People	8	12	1
Improving Pupil Attainment	11	3	1
A Vibrant and Viable City and Economy	2	5	1
Tackling Poverty	1	2	0
Building Sustainable Communities	5	5	0
Supporting Services	1	2	0
Totals	28	29	3

- 5.8 **Appendix E** is a supplementary paper that sets out an overview of performance in Appendix A by Directors and Heads of Service who are responsible leads for corporate priorities.
- 5.7 **Appendix B** contains the remaining performance indicators that are to be removed from the corporate performance indicator suite in 2015/17.
- 5.8 **Appendix C** contains the performance indicators that formed part of the Council's Corporate Improvement Plan 2013/17 – updated for 2014/15. Some of these indicators have been incorporated into the corporate suite for 2015/16 reporting while others have been removed from the suite following the review.
- 6.0 Policy Commitments Tracker**
- 6.1 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.
- 6.2 The Policy Commitments Tracker at **Appendix D** monitors the Council's progress delivering the Policy Commitments as at the end of 2014/15.
- 6.3 Note that this will be the last time that the Policy Commitments Tracker will appear in this format. From Quarter 1 2015/16, the key Policy Commitments linked to the 5 key corporate priorities and performance will be reported together.

6.4 In summary:

Policy Commitments

Progress delivering Policy Commitments 2014/15	Total
Blue - complete	13%
Green – On track	75%
Amber – Progress delayed	9%
Red – significant delays / no progress	3%

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 – Strategic End of Year PI Report 2014-15 by priority;

Appendix B – Strategic End of Year PI Report 2014-15;

Appendix C – Corporate Improvement Objectives end of year 2014/15;

Appendix D – Policy Commitments Tracker 2014/15;

Appendix E – Directors Overview of Performance 2014/15.