

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

**Cabinet – 15 September 2016**

**QUARTER 1 2016/17 PERFORMANCE MONITORING REPORT**

<b>Purpose:</b>	To report Corporate and Service Performance for Quarter 1 2015/16
<b>Policy Framework:</b>	<i>Delivering for Swansea Corporate Plan 2016/17 Sustainable Swansea – Fit for the Future</i>
<b>Reason for Decision:</b>	To receive and review the performance results for Quarter 1 2016/17
<b>Consultation:</b>	Legal, Finance, Access to Services.
<b>Recommendation(s):</b>	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 the performance results for the first quarter of 2016/17 delivering the Council's key priorities and objectives described in the Corporate Plan and wider whole-Council Strategy.

1.2 The outturn presented in the performance tables (Appendix A) incorporates an overview of performance including Policy Commitments and needs to be considered alongside the current financial situation of the Council.

1.3 The financial resources required to achieve the specified performance levels in 2016/17 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 Background

2.1 Taken together, the key corporate plans are:

- *Delivering for Swansea – Corporate Plan 2016/17*
- *Sustainable Swansea – Fit for the Future*

2.2 The Council's priorities and objectives contained within these two plans are represented below in fig 1.

### OUR VISION IS FOR

A safer, greener, smarter, fairer, healthier, richer Swansea

### OUR PRIORITIES AND OBJECTIVES



*Fig 1 – The Whole-Council Strategy: the Corporate Plan and Sustainable Swansea.*

- 2.3 During 2015/16, the Council reported its performance meeting its key priorities as set out within the Corporate Plan through the Quarterly Performance Monitoring Reports.
- 2.4 The Corporate Plan and its associated performance indicators were reviewed, revised and agreed in readiness for 2016/17.
- 2.5 At the same time, the Council piloted a 'Corporate Scorecard' as part of its continuing work to translate the Council's vision and strategy into the plans of the Council using the balanced scorecard.
- 2.6 The Corporate Scorecard was reported to Corporate Management Team during the pilot in 2015/16.
- 2.7 An assessment of the Corporate Scorecard was undertaken following the pilot at the end of 2015/16 and reported to Corporate Management Team.
- 2.8 Corporate Management Team decided that, following some further refinements, the Corporate Scorecard would be merged with the Quarterly Performance Monitoring Reports into a single report for 2016/17.
- 2.9 The resulting Quarterly Performance Monitoring Report, incorporating the Corporate Scorecard and revised Corporate Plan performance indicators, is attached at Appendix A.

### **3.0 Context**

- 3.1 When making comparisons between quarters in previous years and 2016/17, the following should be considered:
  - 3.1.1 The nature and number of some performance indicators (PIs) has changed between these two periods and therefore direct comparisons may not always be appropriate.
  - 3.1.2 Many of the performance measures are new and definitions may need further refinement.
  - 3.1.3 Many targets are either still being baselined or will need to be agreed; these are noted within the report.
  - 3.1.4 Some data will be enhanced and improved to be more robust as data collection methods are developed and / or refined by services over the coming quarters.
  - 3.1.5 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).

3.1.6 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.

3.1.7 A proper comparison with national performance data will not be possible until the 2015/16 national performance results are published later in 2016.

## **4.0 Outturn**

4.1 In 2014/15, the Council adopted a new Corporate Plan, which was revised in readiness for 2016/17.

4.2 The Corporate Plan 2016/17 *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

4.2.1 In summary:

- a) 25 out of 43 (58.1%) Corporate Plan performance indicators that had targets set met their targets.
- b) 15 out of 29 (51.7%) comparable Corporate Plan performance indicators also showed improvement compared to Quarter 1 last year.

4.2.2 The performance tables in Appendix A also set out an overview of performance, including the prioritised policy commitments, for each Corporate Plan priority provided by Directors and Heads of Service who are the responsible leads.

4.3 The Corporate Scorecard measures the Council's key objectives derived from *Sustainable Swansea – Fit for the Future*.

4.3.1 In summary:

- a) 9 out of 14 (64.3%) Corporate Scorecard indicators that had targets set met their targets.
- b) 4 out of 8 (50%) comparable Corporate Scorecard indicators also showed improvement compared to Quarter 1 last year.

## **5.0 Equality & Engagement Implications**

- 5.1 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.

## **6.0 Financial Implications**

- 6.1 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*.

## **7.0 Legal Implications**

- 7.1 There are no legal implications associated with this report.

**Background Papers:** None.

**Appendices:**

**Appendix A** – Strategic Performance Monitoring Report Quarter 1 2016/17.