

# Report of the Cabinet Member for Service Transformation & Business Operations

Cabinet – 20 July 2017

## END OF YEAR 2016/17 PERFORMANCE MONITORING REPORT

<b>Purpose:</b>	To report corporate performance for 2016/17
<b>Policy Framework:</b>	<i>Delivering for Swansea</i> Corporate Plan 2016/17 <i>Sustainable Swansea – Fit for the Future</i>
<b>Consultation:</b>	Legal, Finance, Access to Services.
<b>Recommendation(s):</b>	It is recommended that: 1) the performance results are noted and 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
<b>Report Author:</b>	Richard Rowlands
<b>Finance Officer:</b>	Carl Billingsley
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Sherill Hopkins

### 1.0 Introduction

- 1.1 This report presents the performance results for the end of financial year 2016/17 delivering the Council's key priorities and objectives described in the Corporate Plan 2016/17 *Delivering for Swansea* and *Sustainable Swansea – Fit for the Future*.
- 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 Performance and Improvement**

- 2.1 Performance is judged using the results measured by Corporate Plan and Corporate Scorecard (Sustainable Swansea) performance indicators compared to agreed targets.
- 2.2 Improvement is measured by comparing the results of Corporate Plan performance indicators against the results from the same period last year. Improvement measured by the Corporate Scorecard performance indicators is judged against the previous quarter since there is little meaningful comparative data available for 2015/16.
- 2.3 It is important to point out that each of the corporate priorities cannot be seen in isolation from each other. Each priority both affects and is affected by the others. For example, improving educational attainment is both important to our efforts to tackle poverty and improve the city and economy. For this reason, many of the performance indicators allocated to measuring one priority can be used to show progress meeting other priorities.

## **3.0 Outturn**

- 3.1 The Corporate Plan performance indicators measure progress meeting the following key priorities:
- i) Safeguarding Vulnerable People.
  - ii) Improving Pupil Attainment.
  - iii) A Vibrant and Viable City & Economy.
  - iv) Tackling Poverty.
  - v) Building Sustainable Swansea.
- 3.2 The outturn for 2016/17 shows that **41 out of 66 (62%)** Corporate Plan performance indicators (that had targets) met their targets. **45 out of 62 (73%)** comparable Corporate Plan performance indicators also showed improvement compared to 2015/16.
- 3.3 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; these overviews are set out in para 7.0.
- 3.4 The Corporate Scorecard Performance Indicators measure progress against key objectives of *Sustainable Swansea – Fit for the future* using the following perspectives:
- i) Customer.
  - ii) Finance.
  - iii) Processes.
  - iv) Workforce.
- 3.5 The outturn for 2016/17 shows that **16 out of 23 (70%)** Corporate Scorecard (Sustainable Swansea) indicators (that had targets set) met

their targets. **14 out of 18 (78%)** comparable Corporate Scorecard (Sustainable Swansea) indicators also showed improvement compared to 2015/16.

#### **4.0 Context: Overviews of Performance**

4.0.1 The following overviews provided by responsible departments describe the context to the performance meeting the Council's key priorities as at the end of 2016/17, including progress relating to the Council's adopted Policy Commitments.

##### *4.1 Safeguarding Vulnerable People*

4.1.1 The council has rightly placed meeting its safeguarding responsibilities as its top priority and in that context has set challenging targets not only for performance in children and adult services but for the Council as a whole. However, it has proved difficult to establish a small number of indicators with sensible but challenging targets that can act as a reliable proxy measure for the overall health of the Council's safeguarding arrangements.

4.1.2 This year has proved something of a learning opportunity for the Council as at the moment the selected indicators and apparent failure to meet targets could give a wrong impression about the current health of the Council's arrangements. However, we know from a wider analysis of all the performance indicators for children services and adult services, the forensic challenge provided by our Scrutiny panels, feedback from citizens and the various reviews carried out by CSSIW that we have very strong statutory children services in place and strong and improving arrangements in place for adult services.

4.1.3 We also know that staff from across the Council and our Elected Members have not only accessed safeguarding training but are making active use of that training by seeking support for vulnerable children and adults as part of their wider work in communities.

4.1.4 The current indicators have been reviewed and refreshed for the coming year based on lessons learned to date and to enable a continued focus on further improving our arrangements to support and safeguard some of our most vulnerable Swansea citizens.

##### *4.2 Improving Pupil Attainment*

4.2.1 The Education Strategy Group, chaired by the Leader of the Council, continues to explore new ways to work with schools and to deliver essential and statutory services within reducing funding.

4.2.2 Gower College has now taken the lead on work-based learning. External partners also deliver post-16 learning and training. The Education Department and Poverty & Prevention Service work with the European and External Funding team to deliver preventative services for young people not in education, employment or training (NEETs).

- 4.2.3 Swansea received a UNESCO Learning City Award at the Mexico conference – the only one in the UK and one of only 12 worldwide at that point in time. Swansea is planning to host the 2017 UNESCO Learning City Regional Seminar.
- 4.2.4 Performance in Swansea schools has continued to improve. Two secondary schools have had overall judgements of Excellent and Excellent in their Estyn inspections since the start of the 2015/16 academic year.
- 4.2.5 Schools where performance had been identified as a concern continue to be targeted by Challenge Advisers. The two original Schools Challenge Cymru secondary schools, Morriston and Pentrehafod, maintained their activities to improve. Dylan Thomas Comprehensive has also benefitted from Schools Challenge Cymru support in 2015/16.
- 4.2.6 Challenge advisers in Swansea have completed the annual programme of visits to assess schools. Resulting from this work, the categories of all primary and secondary schools were published at the end of January 2017, in accordance with the national system. The Welsh Government's categorisation system aims to identify the appropriate level of support for each school according to need. There are four colours: green recognises a highly effective, well-run school with strong leadership; yellow signifies a school already doing well but knowing areas it can improve; amber means a school needing help to make improvements more quickly; and red are schools in need of greatest improvement. The categorisation figures show an improvement on the previous year. Swansea has no red schools. Of the 79 primary schools in Swansea, 35 have been awarded green, which is up from 29 in 2016, 32 are yellow, 12 are amber, which is two less than last year, and none are red, where there two last year. There are eight secondary schools categorised green, four yellow and two are amber. Swansea's Pupil Referral Unit has moved from red to amber while Penybryn Special School is green and Ysgol Crug Glas is amber.
- 4.2.7 The national drive for schools to support each other continues to be developed, involving schools of all categorisations collaborating on improvement. A regional system for identifying and sharing good practice has been established.
- 4.2.8 Attendance over three years continues to improve in primary and secondary schools and performance targets have been met. Secondary attendance has improved on the previous year and is 0.1% above the Wales average and ranking 11th nationally. Primary attendance was the same as the previous year, equals the Wales average and ranking 12th nationally. Permanent exclusions remain low and fixed-term exclusions from secondary schools are reducing.
- 4.2.9 Following the removal of grant funding, a reduced central service for Family Learning is now in operation. Some schools fund provision themselves. Funding delegated directly to schools for 2015/16 was

83.6% and rose to 84.8% in 2016/17. Additionally, to this, funding has been devolved to schools during the financial year from EOTAS provision. The Joint Finance sub-group of the School Budget Forum continues to examine the implications and mitigation of the effect of future reductions to funding in the context of meeting need. The Forum is working with the Education Strategy Group on a model of education for the future.

#### 4.3 *Creating a Vibrant and Viable City & Economy*

4.3.1 Significant new residential development and commercial floor space has been delivered via the Vibrant & Viable Places funded schemes with public and private sector partners across the City Centre. In addition, a significant number of training and employment person weeks have been created by the Council's Beyond Bricks & Mortar scheme for the unemployed and economically inactive.

4.3.2 Development Managers for the Civic Centre and St David's sites have been procured and technical reviews and occupier discussions are well underway. An outline planning application for a mixed use retail and leisure led development was submitted for the Swansea Central scheme on 23<sup>rd</sup> March. Operators have also been shortlisted for the Arena project.

4.3.3 The structural demolition of the former Oceana building is well underway and other strategic acquisitions nearby have now been completed utilising Vibrant & Viable Places funding, providing the development footprint required to deliver the first phase of the Digital Village project on Kingsway.

4.3.4 Working with partners the Swansea Bay City Region continues apace culminating in the signing of the City Deal agreement by UK, Welsh and Local Governments in March. The next stage is to produce a five case business model to test the ambition as set out in the Swansea City & Waterfront Digital District business case. If agreed the project will help improve perceptions of the city as a place to work, visit and live, with significant investments in digital infrastructure, new developments and skills development.

4.3.5 We are working closely with partners to develop a Creative City Region and building Swansea as a science, technology and creative capital through ongoing collaborations with the universities, where Memorandums of Understanding identify joint working opportunities as demonstrated via the City Deal project. Swansea University are key partners in the delivery of Hafod Copper Works and the Hydro-Hub project.

4.3.6 Plans for a sustainable transport system continue with enabling works at Westway delivered to facilitate future highway investments at Kingsway, where design work is underway. A detailed business case funding application has been submitted to Welsh European Funding Office (WEFO) to fund infrastructure works at Kingsway.

4.3.7 The draft deposit Local Development Plan (LDP) has undergone public consultation and the responses have been analysed. Further work has now been commissioned to test the impact of the City Deal and amended economic growth projections on the LDP strategy and allocations, together with an update on the financial viability appraisals on each of the residential led strategic development areas.

4.3.8 Around £250 million will be spent up to 2020/21 (including this current year) to improve Council houses which includes the £11 million identified within the policy commitment. The Housing Revenue Account Capital programme is focussed on the improvement of the housing stock up to the WHQS (Welsh Housing Quality Standard) but also includes provision to support additional council housing.

#### 4.4 *Tackling Poverty*

4.4.1 There are no major concerns in the performance data for 2015/16. All performance is either at or above target. This general 'good health' is supported through a number of key achievements throughout the year including the development of new strategic approaches to tackling poverty and prevention (now at consultation stage).

4.4.2 In addition, we have delivered commissioning reviews of our family support and domestic violence support services. Our success has been recognised through opportunities such as Swansea' selection as a pilot authority for extended childcare provision and our support opportunities have been extended through the approval by of projects such as Cam Nesa (NEETs).

4.4.3 Whilst positive we also face a number of key challenges, such as the decision by Welsh Government to phase out the Communities First Programme, replacing this with an approach supporting 'empowerment, employability and early years'. We will work to ensure that Swansea gains as great a benefit as possible from these changes.

#### 4.5 *Building Sustainable Communities*

4.5.1 We have made good progress meeting our intended outcomes within the Building Sustainable Communities priority to ensure that people have equitable access to services that promote independence and quality of life and helping more people to live at home or in the community instead of residential care.

4.5.2 The Local Area Coordinators that we have in place are proving very successful. We received 229 new requests for local area coordination in 2016/17, which exceeded the target and ensured that people are being actively supported within their communities.

4.5.3 Over 75% of people who use the reablement home service return home following a period of reablement instead of going into residential care

with over 69% needing no package of care and support 6 months later following their return home.

- 4.5.4 We want to promote wellbeing and prevent people through early intervention and prevention from requiring statutory services. The figure for the number of GP referrals still engaging in physical activity after 12 months was 176 out of 196 attendees overall. This represents 90% attendees continuing to adopt a healthy lifestyle, which is a significant achievement.
- 4.5.5 We want people to live in resilient and cohesive communities. Our survey of peoples' perceptions of their communities is showing a high percentage of respondents satisfied with their areas as places to live and agreeing that people from different backgrounds get on well together.
- 4.5.6 We want more people to be involved in local community activities that are important to them. Participation in recycling keeps increasing and we continue to exceed our targets. Our survey of peoples' perceptions shows that more people than envisioned during this first year of measurement agree that they can influence decisions affecting their neighbourhood.

## **5.0 Considerations**

- 5.1 When making comparisons between quarters in previous years and 2016/17, the following should be considered:
  - 5.1.1 The nature and number of some performance indicators (PIs) has changed between these two periods and therefore direct comparisons may not always be appropriate.
  - 5.1.2 Many of the performance measures are new and definitions may need further refinement.
  - 5.1.3 Many targets for new performance indicators are either still being baselined or will need to be agreed; these are noted within the report.
  - 5.1.4 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.
  - 5.1.5 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).
  - 5.1.6 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.

5.1.7 A proper comparison with national performance data will not be possible until the 2016/17 national performance results are published later in 2017.

## **6.0 Equality & Engagement Implications**

6.1 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.

## **7.0 Financial Implications**

7.1 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*.

## **8.0 Legal Implications**

8.1 There are no legal implications associated with this report.

**Background Papers:** None.

**Appendices:** Appendix A – End of Year 2016/17 Performance Monitoring Report.