



## Report of the Cabinet Member for Business Transformation & Performance

Cabinet – 21 March 2019

### Quarter 3 2018/19 Performance Monitoring Report

<b>Purpose:</b>	To report corporate performance Quarter 3 2018/19.
<b>Policy Framework:</b>	<i>Delivering a Successful &amp; Sustainable Swansea Corporate Plan 2018/22</i> <i>Sustainable Swansea – Fit for the Future</i>
<b>Consultation:</b>	Access to Services, Finance, Legal.
<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>	Paul Roach
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1.0 Introduction

- 1.1 This report presents the performance results for Quarter 3 2018/19 delivering the Council's Well-being Objectives (priorities) described in the Corporate Plan 2018/22 *Delivering a Successful & Sustainable Swansea*.
- 1.2 The outturn presented in the performance tables (Appendix A) incorporates an overview of performance that 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 2018/19 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 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 where comparison is possible.
- 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 Education and Skills is both important to our efforts to tackle poverty and improve the economy. For this reason, many of the performance indicators allocated to measuring one priority can also 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 people from harm.
  - ii) Improving education and skills.
  - iii) Transforming our economy & infrastructure.
  - iv) Tackling poverty.
  - v) Transformation & future Council development.
- 3.2 The outturn for Quarter 3 2018/19 shows that **24 out of 42 (57%)** Corporate Plan performance indicators (that had targets and where there was data) met their targets. **13 out of 38 (34%)** comparable Corporate Plan performance indicators also showed improvement compared to Quarter 3 2017/18.
- 3.3 The performance tables in Appendix A also set out an overview of performance for each Corporate Plan priority provided by Directors and Heads of Service who are the responsible leads; these overviews are set out in para 4.0.

## **4.0 Context: Overviews of Performance in Quarter 3 2018/19**

- 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 Quarter 3 2018/19.

#### 4.1 *Safeguarding people from harm*

- 4.1.1 Whilst the increase in the number of children becoming looked after is consistent with national trends, it does indicate the importance of the Council redoubling its efforts to ensure that preventative support to children and families is properly integrated, targeted and purposeful. The 2019/20 transformation proposals for children services and poverty and prevention are all built around this strategic priority.
- 4.1.2 Likewise in adult services, increased numbers of delayed transfers of care from hospital into the community are a reflection of insufficient capacity within the care sector. The Council cannot address these systemic challenges except through improved integration of health and care and close working with the third and independent sector. This will likely culminate in the creation of a hospital to home recovery service in 2019/20.
- 4.1.3 The reported deterioration in meeting performance against DOLs timescales masks a massive improvement in reducing the overall backlog. Reducing the backlog was the key strategic objective for this year.
- 4.1.4 Performance in relation to timescales for adult safeguarding shows an unexpected deterioration. This requires further investigation as it is unclear whether changes to process have led to an actual deterioration in performance or erroneous reporting.
- 4.1.5 Despite the challenging context of high levels of demand overall and obvious pressures in the system as highlighted above, the Council's safeguarding arrangements remain robust.

#### 4.2 *Improving education & skills*

- 4.2.1 A draft white paper on curriculum reform in Wales will be available for consultation in April 2019 where well-being, Welsh, employability skills, digital competence skills, science and technology feature strongly. Schools are preparing themselves by focussing on teaching methods and engaging with the 12 curriculum pioneer schools in Swansea.
- 4.2.2 Verified external examination performance demonstrates that Swansea continues to do well in comparison to other local authorities since the introduction of new qualifications in Wales. New science GCSEs examined for the first time in 2018 mean that improvements are required next year. Vulnerable groups of learners do not perform as well since the introduction of ambitious examination specifications. Re-integration rates of EOTAS pupils appear positive. Literacy and numeracy test results are no longer used as performance measures by Estyn and Welsh Government. They are seen as diagnostic tools for schools.
- 4.2.3 A digital strategy is developing well between schools and the local authority to focus on infrastructure and pupils' skills development. Better

links have been forged within the Swansea Skills Partnership and in Quarter 4 an action plan will be created to focus on joint objectives.

- 4.2.4 Attendance has been affected by illness during the autumn term. However, the challenge on improving attendance continues. Exclusion rates have increased during the Q3 reporting period.
- 4.2.5 Schools have been evaluated to identify their capacity to self-improve with a focus on leadership and teaching. For the first time in five years, the majority of primary schools are evaluated as highly effective and for secondary schools, capacity to self-improve is at its highest in five years. Peer reviews between schools are increasing. New professional standards are starting to embed within schools. Swansea is well-placed to continue with strong inter-school partnerships to improve outcomes.
- 4.2.6 Support to develop looked after children in education is likely to be devolved to schools in the medium term.
- 4.2.7 Partnership working between schools is supported well through a conference to highlight best practice from within Swansea and an English local authority.
- 4.2.8 A new junior apprenticeships pilot was agreed to allow 14-16 year olds the opportunity of high status learning with provision from the local further education college.

### 4.3 *Transforming our economy and infrastructure*

- 4.3.1 Beyond Bricks & Mortar in their contracts is also above target, ensuring that local labour market and organisations benefit from the investment taking place. As reported previously, there is a transition underway between the regeneration programmes - "Vibrant & Viable Places" to "Targeted Regeneration Investment" and a number of schemes have now been identified to deliver commercial floor space and residential units in the business plan going forward. In addition, several schemes under the "Building for the Future" programme are also progressing through business plan stages. These are privately-owned buildings and ensuring sufficient progress in the coming weeks is essential to securing any future grant award.
- 4.3.2 Turning to the major regeneration priorities, the procurement of the primary contractor for Digital Square & Arena is now complete and works are well underway to complete RIBA stage 4. Procurement of discreet works packages for sub-contractors and a start on site is envisaged in the coming weeks subject to confirmation of City Deal funding. In addition, "Meet the Buyer" events are being organised to ensure the local supply chain is sighted on this major business opportunity. The Kingsway infrastructure project continues to make progress on site and the multi-disciplinary consultants appointed for the Employment Hub building have carried out an initial review of design proposals. A digital services consultant has also been appointed to advise on the digital technology aspects of the project. The Council has also led the submission of a

regional bid to the Department for Digital, Culture, Media and Sport for digital infrastructure under the Local Full Fibre Network Project. A decision will be made within weeks.

- 4.3.3 The Council has now received the Planning Inspector's final report regarding the Local Development Plan. The changes to the plan are now being incorporated and the LDP will now be recommended for adoption at Council in February. Work also continues to progress other key objectives to transform our Economy & Infrastructure, such as Hafod Copperworks Powerhouse Redevelopment Project, and the tender process to appoint the development manager for the Castle Square project is also nearing completion. The Wind Street feasibility study is now complete and options will be reported to Cabinet in Quarter 4.
- 4.3.4 Work is continuing on this year's Capital Programme to improve Council properties up to the Welsh Housing Quality Standard. The WHQS programme has delivered a range of improvements including new roofs, kitchens, bathrooms, heating and electrical systems as well as sprinkler systems in high-rise blocks and sheltered complexes. The second phase of the More Homes project is underway with development commencing at a further 2 sites at Parc Y Helyg and Colliers Way Phase Two. 34 new homes will be built as Homes as Power Stations due to a £1.5m Innovative Housing Programme grant from the Welsh Government. The homes will have innovative features such as solar panels and battery-powered energy. 2 family homes are also being developed in West Cross as part of a refurbishment of a former social services building.
- 4.3.5 The beginning of the Quarter included a number of well-attended events and collaborations, including the annual Fireworks display and Swansea being one of several locations nationally to host Danny Boyle's Pages of the Sea installation, for Armistice Day/ Remembrance Sunday, as part of the 14-18 centenary. A number of high profile exhibitions attracted visitors from outside the area, including an exclusive exhibition by Sir Peter Blake and the Swansea Open at the Glynn Vivian Art Gallery. From its first opening performance mid-December, this year's Pantomime at the Grand Theatre attracted over 40,000 to the city centre. The installation of the new Spectrix box office marketing system at the theatre is now operational and will help us capture our visitor data, which we can use to target market seasonal offers, including for the museum and the Glynn Vivian Art Gallery.

#### 4.4 *Tackling Poverty*

- 4.4.1 The performance indicators demonstrate that the vast majority of targets have been achieved this quarter, supporting the wider aims and objectives contained within the Tackling Poverty Strategy. The exceptions are performance around employment and training, due to the Christmas period when we saw a reduction in recruitment in many sectors. We anticipate we will show measurable improvement in these areas by the end of the next Quarter. This has included:

- Making progress on objectives in the Tackling Poverty Strategy, through monitoring its corporate outcomes, which is enabling us to see how all departments are contributing to this goal.
  - Working with our Health partners to ensure that, through our Early Years Strategy, children in their early years and at Foundation Phase achieve their expected language, emotional, social and cognitive development and are ready for learning and for school.
  - Through our Youth Progression Framework, ensuring that young people are able to access employment, education or training after reaching 16 years of age.
  - Taking a whole Council 'Team Swansea' approach to helping to address the impacts of Welfare reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income.
- 4.4.2 We continue to ensure that benefits are processed quickly and that people access the full benefits they are entitled to through appeals work carried out through the Welfare Rights Team. We have also made support available at our housing offices, libraries and Swansea Working venues throughout the city to help people make their claims for Universal Credit, whilst accessing debt advice, budgeting support, skills development and help to find work.
- 4.4.3 Our approved Homelessness Strategy has a key focus on prevention and helping our citizens to maintain their tenancies and continues to be supported through our measures to minimise the length of time spent in B&B accommodation. In support of this, the Council is continuing to build new Council homes in order to provide affordable housing and meet housing need. Our research with Policy in Practice is enabling joint working across departments to minimise the impact of Welfare Reform, enabling more proactive working around reducing debt, supporting personal progression and hopefully in time reducing instances of homelessness.
- 4.4.4 We are exploring creating our own energy venture, which if successful will provide low-cost energy to homes helping to tackle high domestic fuel bills and fuel poverty. In addition, we continue to support tackling climate change and help eradicate fuel poverty and boost economic development through the ARBED scheme and energy efficiency measures in social housing; we continue to build new energy efficient Council homes to help tackle fuel poverty and improve well-being
- 4.4.5 Concluded our exploration of tax relief and support for food bank locations and encourage businesses to reduce food waste by supplying goods to local food banks, whilst exploring sustainable options for reducing food poverty. Our work to maximise benefits, alongside employability support through Swansea Working provides support here.
- 4.4.6 We have successfully rolled out our offering of 30 hours of free childcare in conjunction with the Welsh Government across the whole of Swansea.

We are currently investigating how this can be used as an incentive to help families in Swansea find work.

#### 4.5 *Transformation & future Council development*

4.5.1 During Quarter 3 the Council began consultation on the new budget for 2019-20 and completed the strategic review of the Sustainable Swansea - Fit for the Future programme. Although the programme is closely aligned to the budget and Medium Term Financial Plan (MTFP), it has a much wider strategic scope encompassing areas such as organisational change and digital transformation.

4.5.2 In line with Transformation & Future Council well-being objectives in the Corporate Plan, work on key Council strategies continues, aiming to complete by the end of March ready for implementation in the new financial year. These include:

- Digital Strategy - Updated and revised from the 2015 strategy and including both the Council and Digital City aspirations
- Digital Inclusion Strategy - Linking with the Welsh Government's Digital Inclusion Framework so that more people can access support online
- Co-Production Strategy - Defining the Council's approach to designing services alongside communities.

4.5.3 The Transformation & Future Council Policy Development Committee (PDC) has developed a new approach to contract procedure rules in ways which will enable more local businesses to bid for Council contracts.

4.5.4 The Council has been strengthening its approach to equalities during Quarter 3. The new Equalities Champions across the Council received their first training session with more to follow in the coming months. The Scrutiny Inquiry into Equalities is also well underway and scheduled to report findings in Quarter 4.

4.5.5 A review of Welsh Translation services is underway, reviewing ways of working. This is a shared service with Neath & Port Talbot Council.

4.5.6 The final phase of the Business Support implementation is being delivered through Directorate hubs. This phase of work will improve efficiency and consistency of support roles and functions across the Council.

4.5.7 As shown in the indicators above, performance is improving around the digital channels with online forms and payments increasing. This is encouraging given all the work towards 'digital first' objectives. New technology is being trialled in the Council Chamber to enable e-voting and webcasting with the aim of this being available in Quarter 4.

- 4.5.8 The delivery of savings shown in the FINA6 indicator is declining. Performance is monitored by both the Corporate Management Team and Cabinet and remedial actions have been put in place to address both the in-year position and 2019-20. Whilst savings will be delivered, the challenge has been timing given the complexity of some service changes.
- 4.5.9 Sickness days per employee is increasing as shown in the CHR002 indicator. More training, support and data analysis is being provided to managers alongside piloting new ways of working for employees in order to address performance in this area.

## **5.0 Considerations**

- 5.1 When making comparisons between previous quarters and 2017/18, 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 Some targets for new performance indicators are still being baselined.
- 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 that may affect the trends by showing a decline while the volume of work has increased.

## **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 – Corporate Performance Management Report Q3 2018/2019