



## Report of the Cabinet Member for Corporate Services & Performance

Cabinet - 20 June 2024

### Quarter 4 and End of Year Performance Monitoring Report 2023/24

<b>Purpose:</b>	To report corporate performance for Quarter 4 and end of year 2023/24.
<b>Policy Framework:</b>	<i>Delivering a Successful &amp; Sustainable Swansea Corporate Plan 2023/28</i>
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that Cabinet:  1) Notes the Council's performance achieving the Council's wellbeing objectives in quarter 4 and end of year 2023/24;  2) Endorses the use of this information to 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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<b>Finance Officer:</b>	Paul Roach
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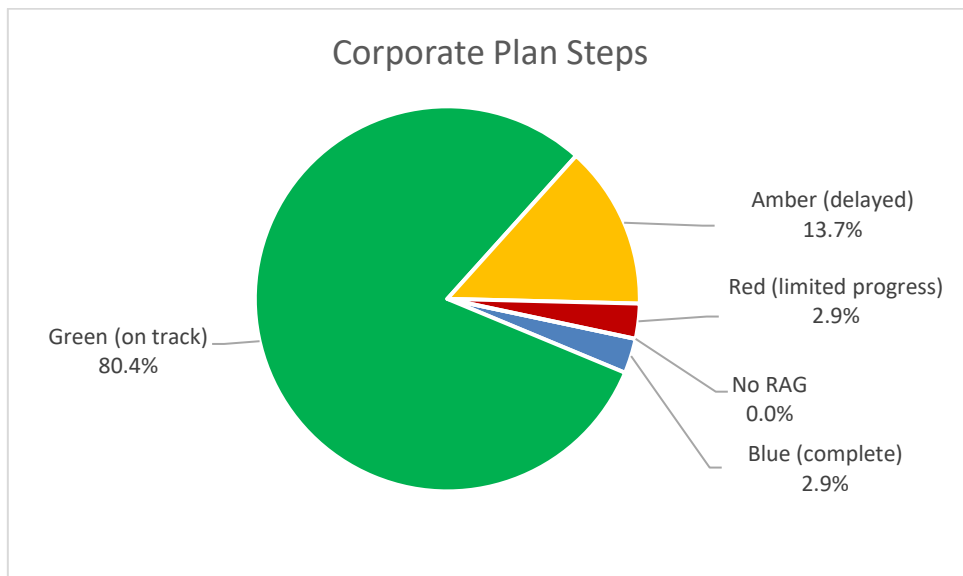
#### 1.0 Introduction

1.1 This report presents an update on quarter 4 and end of year 2023/24 performance in respect of delivering the Council's Well-being Objectives (priorities) set out in the Corporate Plan 2023/28 *Delivering a Successful & Sustainable Swansea*:

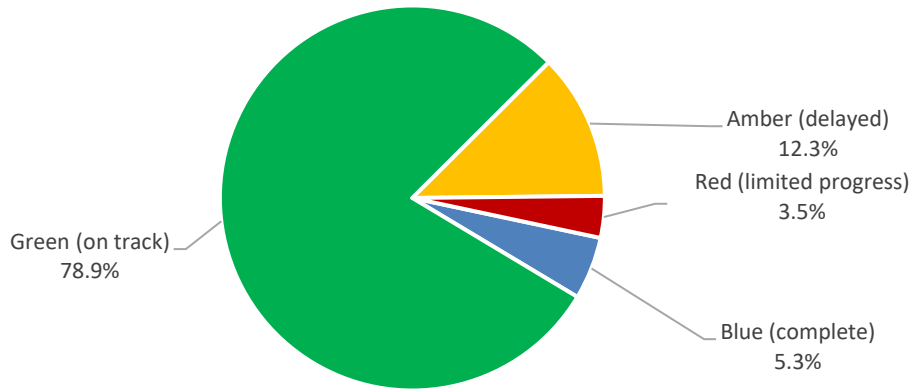
- Safeguarding people from harm.
- Improving Education & Skills.
- Transforming our Economy & Infrastructure.
- Tackling Poverty & Enabling Communities.
- Delivering on Nature Recovery and Climate Change.
- Transformation and financial resilience.

## 2.0 Council Performance: Corporate Plan Delivery Performance Q4 and End of Year 2023/24

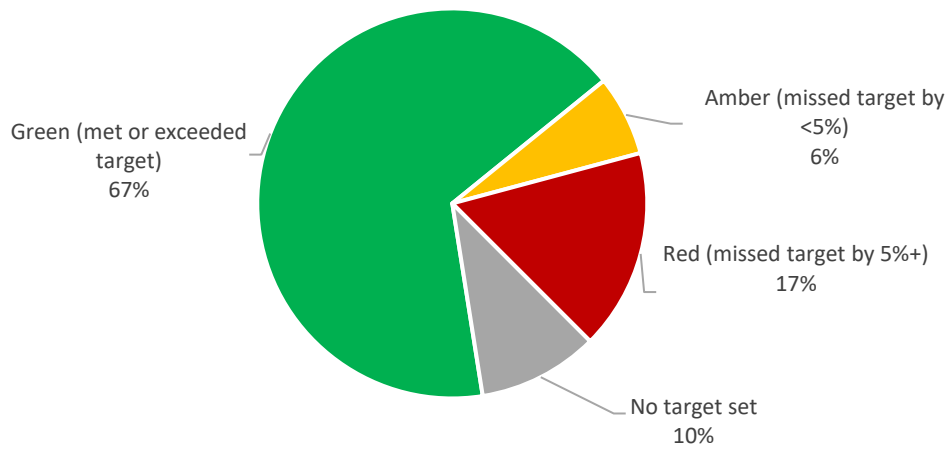
- 2.1 The Council reviewed its performance management reports in 2023/24 so that it can report on progress meeting the corporate well-being objectives in a more holistic way that incorporates both qualitative and quantitative data and offers a more rounded view of performance delivering the corporate priorities.
- 2.2 The report at Appendix A seeks to provide an overview of performance each quarter that integrates progress meeting the steps in the corporate plan with related corporate plan success measures, corporate plan performance data and the corporate risks. An overall assessment is provided by the Chief Executive, which builds on the assessments on each objective provided by lead Directors and Heads of Service.
- 2.3 The charts below provide a summary of performance at Q4 and end of year. The charts show that the vast majority of corporate plan steps, success measures and performance indicators are on track and corporate risks remain static.



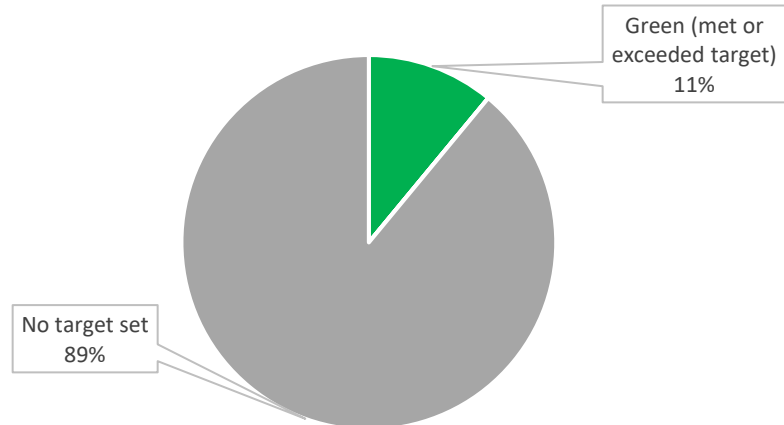
### Corporate Plan Success Measures 23/24

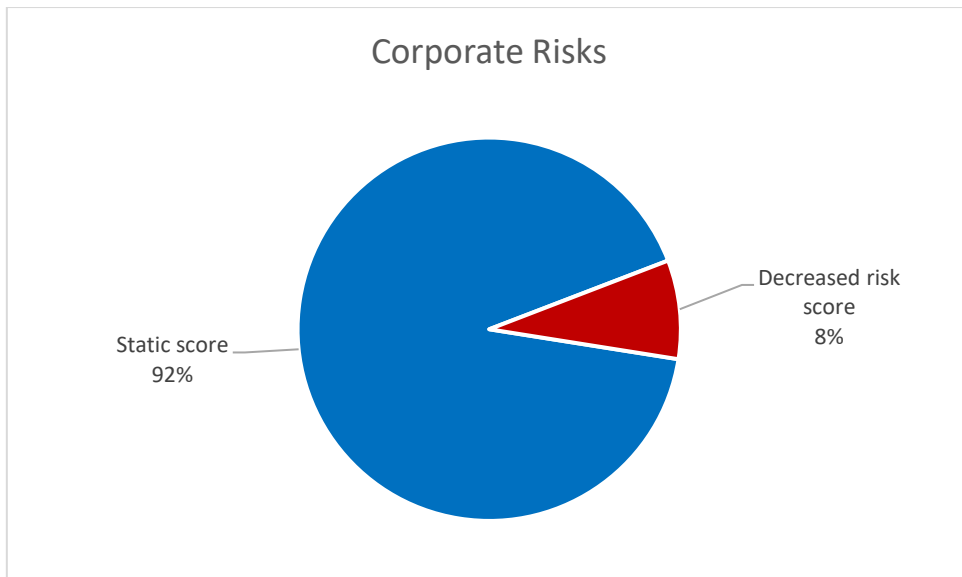


### Quarterly Corporate Plan PI's



### Annual Corporate Plan PI's





2.3.1 The quarter 4 and end of year report continues to show demonstrable and positive progress across all of the Councils well-being objectives, which are all rated green and are on target. The following includes some examples of good performance at Q4 and end of year:

- In Social Services, to support the vision of increasing our in-house offer and having the right accommodation to meet the needs of children and young people in Swansea, we have an additional two homes to register with CiW with a third in the pipeline.
- Progress in developing detailed plans for new and improved education provision for children with additional learning needs have developed well during the reporting period. As a result, a new special school will be built and the specialist teaching facilities across mainstream schools will be redesigned.
- Work on the new Castle Square Gardens Project progressed. A pre-contract services agreement is underway with contractor Knight Brown to work up design and final fixed price cost. If accepted subject to funding availability work will commence on site this summer.
- We have established a new Tackling Poverty Transformation Programme using the Shared Prosperity Fund to deliver projects around community growing, employability support and community-based feasibility studies.
- The Lagoon project continues to progress, with a recent funding application approved to commence to the next phase of feasibility on a District Heating Network.
- The Council has integrated the corporate transformation plan into corporate and financial planning and has formal governance for twelve programmes. It has seen success, for example, reducing support needs in reablement stays by 83% and cutting domiciliary care waiting lists.

2.3.2 Progress at quarter 4 is not without its challenges. These include financial and inflationary pressures, service and staffing pressures, cost-

of-living challenges and increased levels of homelessness. The Council is responding effectively and managing the risks appropriately. The following includes some examples where continuing improvements are needed:

- The main challenges in children services include workforce sufficiency, increased financial pressures, lack of looked after children placement sufficiency, higher levels of demand and increased levels of complexity and vulnerability. Similarly, in adult services the main challenges again include workforce capacity, increased complexity of presenting need, financial pressures, lack of care capacity and high waiting lists. The Councils strategy to focus on prevention and well-being and head off avoidable escalation of need remains the right one.
- Across schools and providers, pupil attendance rates are improving at a slow rate. Overall targets for secondary schools and the pupil referral unit have not been met at the end of the previous reporting period. However, nearly all settings demonstrate improvement during this reporting period.
- The prevailing macro-economic conditions have resulted in ongoing delivery challenges to capital projects, where inflationary cost increases of construction materials and labour have affected budgets and programmes. This continue to be monitored and mitigation deployed where possible.
- We are continuing to see record levels of homelessness presentations and rising numbers in temporary accommodation. In addition, we are seeing increased levels of households requiring support, even though we have moved high numbers of homeless households on from temporary accommodation into more permanent accommodation and have increased our temporary accommodation stock levels. We are progressing Llys Glas as an alternative to bed and breakfast accommodation.
- There are limited financial and human resources to deliver and push towards the Net Zero 2030 ambition. In the main we are relying on external funding and without large investment – particularly on our buildings and fleet; the emissions figure will no doubt begin to plateau. We will look at opportunities to secure funding, but this is challenging given the pressures in the Councils Medium Term Financial Plan.
- The Council set a balanced budget in March 2024. By agreeing on significant savings and maintaining low council tax increases, the Council has maintained fiscal stability while continuing to allocate resources to vital areas. However, substantial uncertainties remain over inflation, pay awards, demand and demography and political environment.

### **3.0 Integrated Assessment Implications**

- 3.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

3.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental, and cultural well-being of Wales by acting, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals.

3.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also considers other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

3.4 This report is on performance during Q4 and end of year 2023/24 in delivering the Council's key priorities as set out in the Corporate Plan, so there is no direct impact on people or communities.

#### **4.0 Financial Implications**

4.1 In the current and anticipated financial environment further discussion and consideration will be required around priorities and target setting for performance improvement.

#### **5.0 Legal Implications**

5.1 There are no legal implications associated with this report.

**Background Papers:** None.

#### **Appendices:**

Appendix A Q4 and End of Year 2023/24 Performance Monitoring Report  
Appendix B IIA screening form