

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

Cabinet - 16 March 2017

QUARTER 3 2016/17 PERFORMANCE MONITORING REPORT

Purpose:	To report Corporate and Service Performance for Quarter 3 2016/17
Policy Framework:	<i>Delivering for Swansea Corporate Plan 2016/17 Sustainable Swansea – Fit for the Future</i>
Reason for Decision:	To receive and review the performance results for Quarter 3 2016/17
Consultation:	Legal, Finance, Access to Services.
Recommendation(s):	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
Report Author:	Richard Rowlands
Finance Officer:	Carl Billingsley
Legal Officer:	Debbie Smith
Access to Services Officer:	Sherill Hopkins

1.0 Introduction

- 1.1 This report presents the performance results for the third quarter of 2016/17 delivering the Council's key priorities and objectives described in the Corporate Plan 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 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

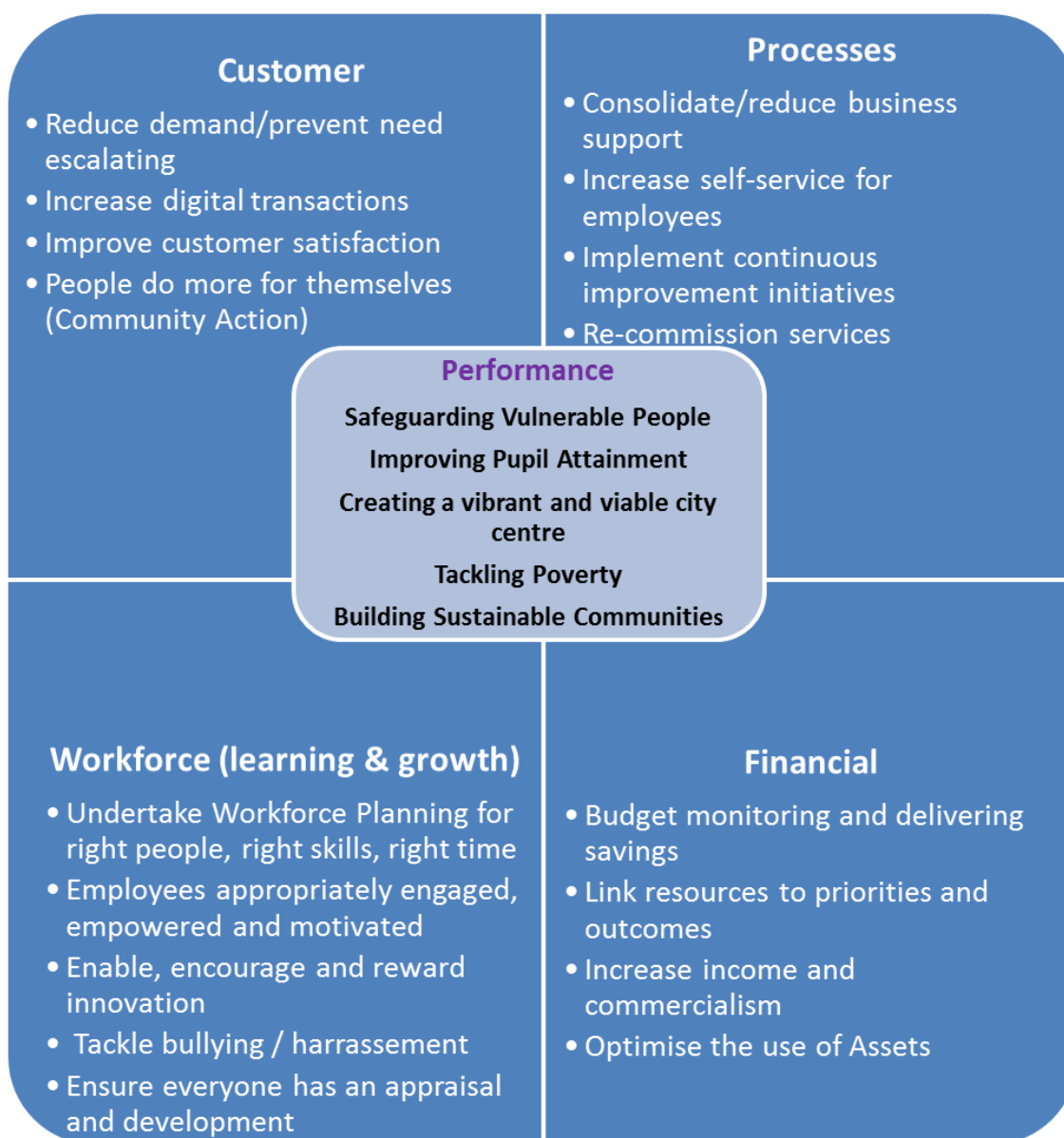


Fig 1 – the Corporate Plan and Sustainable Swansea.

3.0 Aim of the Quarterly Performance Monitoring Report

3.1 The Quarterly Performance Monitoring Report attached at Appendix A reports performance for the quarter meeting the key priorities and objectives described in Fig 1 and their related outcomes using the prescribed performance indicators.

4.0 Performance indicators and interdependencies between corporate priorities

4.1 It is important to point out though 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.

5.0 Performance and Improvement

5.1 Performance is judged using the results measured by Corporate Plan and Corporate Scorecard performance indicators compared to agreed targets. 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.

6.0 Outturn

6.1 The Corporate Plan performance indicators measure progress meeting the following key priorities set out in fig 1:

- i) Safeguarding Vulnerable People.
- ii) Improving Pupil Attainment.
- iii) A Vibrant and Viable City & Economy.
- iv) Tackling Poverty.
- v) Building Sustainable Swansea.

- a) 23 out of 44 (52%) Corporate Plan performance indicators (that had targets) set met their targets.
- b) 21 out of 31 (68%) comparable Corporate Plan performance indicators also showed improvement compared to Quarter 3 last year.

6.1.1 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 6.0.

6.2 The Corporate Scorecard Performance Indicators measure progress against key objectives of *Sustainable Swansea – Fit for the future* using the following perspectives set out in fig 1:

- i) Customer.
- ii) Finance.
- iii) Processes.
- iv) Workforce.

- a) 9 out of 16 (56%) Corporate Scorecard (Sustainable Swansea) indicators (that had targets set) met their targets.
- b) 8 out of 16 (50%) comparable Corporate Scorecard (Sustainable Swansea) indicators also showed improvement compared to Quarter 2 this year.

7.0 Context: Overviews of Performance

7.1 The following outlines an overview, provided by responsible departments, of performance meeting our key priorities as at Quarter 3 2016/17, including progress relating to the Council's adopted Policy Commitments.

7.2 Safeguarding Vulnerable People

7.2.1 The performance management arrangements in place for adult safeguarding and child protection continue to provide overall assurance.

7.2.2 Where performance has missed target, an understanding of context has informed required actions which are clear and deliverable. The increased focus on missing children evidences the Council's commitment to meeting its safeguarding responsibilities in relation to new and emerging issues.

7.2.3 The continued increase in the number of Council staff who have received safeguarding training and improved performance in relation to related indicators based on feedback via the staff survey continues to evidence the Council's commitment to meeting its corporate safeguarding responsibilities.

7.3 Improving Pupil Attainment

7.3.1 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.

7.3.2 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 NEETs.

- 7.3.3 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.
- 7.3.4 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 2015/2016 academic year.
- 7.3.5 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 2015/2016.
- 7.3.6 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 were two last year. There are eight secondary schools categorised green, four yellow and two amber. Swansea's Pupil Referral Unit has moved from red to amber while Penybryn Special School is green and Ysgol Crug Glas is amber.
- 7.3.7 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.
- 7.3.8 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.
- 7.3.9 Following the removal of grant funding, a reduced central service for Family Learning is now in operation. Some schools fund provision themselves.

7.3.10 funding delegated directly to schools for 2015-2016 was 83.6% and rose to 84.8% in 2016-2017. Additionally to this, funding has been devolved to schools during the financial year from EOTAS (Educated Other Than At School) 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.

7.4 Creating a Vibrant and Viable City & Economy

7.4.1 Significant new residential development is being delivered across the City Centre via Vibrant and Viable Places funded schemes with public and private sector partners.

7.4.2 Development Managers for the Civic Centre and St David's sites have been procured and technical reviews and occupier discussions are well underway. A planning application for a mixed use retail and leisure led development will be submitted for the St David's site in March 2017. Operators have also been shortlisted for the Arena project. The structural demolition of the former Oceana building is underway and other strategic acquisitions nearby have been completed utilising Vibrant & Viable Places funding.

7.4.3 The Swansea Bay City Region working with partners continues apace. A stage 2 City Deal detailed business case has been prepared and submitted to UK Government. A decision is now awaited. The ambition set out in the business case 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.

7.4.4 We are working to develop a Creative City Region and looking to build Swansea as a science, technology and creative capital through collaborations with the universities. Memorandums of Understanding identify joint working through close collaboration with the City Region Board and demonstrated via the City Deal submission to Government. The university are key partners in the delivery of Hafod Copper Works and the Hydro-Hub project.

7.4.5 Enabling works at Westway have been completed to facilitate future highway investments at Kingsway, where design work is underway. An outline business case funding application has been submitted to the Welsh European Funding Office to fund infrastructure works at Kingsway. The draft deposit Local Development Plan has undergone public consultation and the responses have been analysed. Further work is required prior to submission of the plan for examination.

7.4.6 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 Welsh Housing Quality Standard but also includes provision to support additional Council housing.

7.5 Tackling Poverty

- 7.5.1 Within the council the Welfare Rights Team continues to support people to maximise the benefits they are entitled to. We continue to work with partners such as Citizens advice and LASA Credit Union to mitigate the impact of welfare reform.
- 7.5.2 The Housing Benefits team continue to ensure that people receive their benefit in a prompt and timely manner. The Lift and Communities for Work programmes continue to offer employability advice and development helping local people into employment and training.
- 7.5.3 The Young People's Service continues to work with 11-25 year olds to provide support to the most vulnerable. The Early Years strategy and Action plan continue to prepare young children for the best start in life and readiness for school.
- 7.5.4 The council has launched its corporate apprentice and trainee strategy which was approved by Cabinet in July 2016 aimed at maximising job and training opportunities with particular reference to targeted opportunities which will directly and positively impact on the councils tackling poverty agenda. Formal launch of the 2017 intake will take place during national apprentice week from the 6th March 2017.
- 7.5.5 In addition the council has approved an extension of the existing Beyond Bricks and Mortar initiative from construction, development and regeneration to all activities and services across the council where benefits can be achieved. The revived Community Benefit policy, approved by Council in July 2016, ensure that all relevant contracts and activities include clauses to maximise the opportunities for targeted recruitment and training and other community benefits thus developing opportunities and skills for those in the greatest need.

7.6 Building Sustainable Communities

- 7.6.1 Our intended outcomes are to promote independent living at home or in the community instead of in residential care. The percentage of people returning home following a period of residential reablement rather than entering into long-term care is good. Over 90% of people who use the reablement home care service either return home with no package of care or a reduced package of care showing that the service is helping people achieve their preferred outcome of staying at home as independently as possible.
- 7.6.2 There has been a significant improvement in the numbers of people delayed waiting in hospital for social care related reasons. These delays are mainly due to difficulties in arranging packages of home care. We are actively looking at how we can address this to facilitate as quick a discharge from hospital as possible.

7.6.3 There are now 6 Local Area Coordinators in place actively supporting people in the relevant communities. The approach is proving very successful and we are currently looking at the business case for expansion.

7.6.4 We also want people to live in cohesive and resilient 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 agree that people from different backgrounds get on well together. The amount of waste people recycle keeps increasing and we continue to exceed our targets.

8.0 Considerations

8.1 When making comparisons between quarters in previous years and 2016/17, the following should be considered:

8.1.1 The nature and number of some performance indicators (PIs) has changed between these two periods and therefore direct comparisons may not always be appropriate.

8.1.2 Many of the performance measures are new and definitions may need further refinement.

8.1.3 Many targets for new performance indicators are either still being baselined or will need to be agreed; these are noted within the report.

8.1.4 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.

8.1.5 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).

8.1.6 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.

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

9.0 Equality & Engagement Implications

9.1 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.

10.0 Financial Implications

10.1 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*.

11.0 Legal Implications

11.1 There are no legal implications associated with this report.

Background Papers: None.

Appendices: Appendix A – Strategic Performance Monitoring Report
Quarter 3 2016/17.