

Corporate Performance Management Report: Quarter 4 2017/18

Purpose of this Report

1. To present the Council's Corporate Performance Management Report for Quarter 4 (January to March) of the 2017-18 financial year, providing the Policy Review and Performance Scrutiny Committee with an opportunity to monitor performance.

Background

2. This Committee has responsibility for monitoring the overall performance of the organisation, and the actions taken to ensure that agreed targets and commitments set out in the Corporate Plan are delivered.
3. The Council's performance management framework includes the production of quarterly performance reports designed to provide an overview of Directorate performance. Effective scrutiny of performance is an important component of the framework as it provides the opportunity to challenge performance levels, and helps the Council to focus on the delivery of its priorities and targets.
4. Performance information is produced quarterly and available to the Committee for scrutiny. However, during the 2017/18 municipal year the Committee agreed that its Performance Panel would monitor performance, whilst the full Committee considers the outturn/Q4 at formal Committee.

Structure of the Papers

5. For clarity, the suite of performance papers attached to this report that make up **Appendix 1** are as follows:

1a: Progress and Challenges Quarter 4 2017-18

1b: Council Overview Scorecard for Quarter 4 2017-18

1c: Corporate Plan Scorecard for Q4 2017/18.

6. The documentation published to support the Council's performance management framework has evolved over the past two reporting years, as a result of stakeholder engagement, including engagement with this Committee and its Performance Panel. The full Quarter 4 report includes a summary of each of the Council's seven Directorates performance against priorities, measures, actual results, targets and Q4 Headline Actions. If Members wish to look behind the high level (Corporate) picture in more detail at Directorate performance reports these are available on request.

7. To assist good scrutiny of performance this Committee has previously requested a summary of 'Corporate highs and lows', to accompany the Corporate scorecard. Therefore, attached at **Appendix 1a**, is summary of '**Progress and Challenges: Quarter 4 2017-2018**'.

8. Attached at **Appendix 1b** is a '**Council Overview Scorecard**'. This scorecard is designed to give an at-a-glance picture of the health and effectiveness of the organisation. The Scorecard covers four key areas:

- Financial
- Customer
- Internal Processes
- Learning & Growth.

The specific contents of each area of the scorecard will vary from quarter to quarter to highlight the most important achievements and challenges in relation to these four topics.

9. The Council's current approach to performance monitoring includes the production of a **Corporate Plan Scorecard** (attached at **Appendix 1c**). This document reports performance against the commitments and measures in the Corporate Plan. The intention is that strategic scrutiny and challenge of the Council's performance is made more effective, as accessibility to the key messages is improved.

Summary of 2017-18 Performance

10. The Corporate Plan 2017-19 includes 98 performance measures that support the delivery of the Corporate Plan Capital Ambition priorities and Well-being Objectives.
11. **Appendix 1c** provides a report on the performance of these measures at the end of 2017-18. Information on the 2017-18 targets and prior year's performance – where available – is also provided, to allow a means of comparison.
12. For some measures a comparison is not possible for one of the following reasons; i) the measure is annual and relies on external data which is not yet available, ii) it is a new measure with no baseline data with which to set a target or iii) A change has taken place during the financial year which has led to the target set being deemed no longer appropriate.
13. In summary, performance against 2017-18 targets was as follows:

	Green (Better than target)	Amber (Close to target)	Red (Worse than target)	Comparison not available	Total
Number of measures	50	22	16	10	98
% of all measures	51%	23%	16%	10%	100%
% of results available	57%	25%	18%		

14. Of the 10 measures for which results are currently unavailable:
- 2 relate to Waste and require external validation from NRW,
 - 8 relate to Education KS4 measures where changes to the assessment criteria have rendered the targets set for 2017-18, which were based on the previous criteria, no longer comparable and therefore the results cannot be given a RAG rating.
15. The Corporate Plan also included 73 separate commitments which identified steps the organisation intended to take in order to deliver against its priorities and wellbeing objectives in 2017-18. One commitment in relation to “*Consider options for a regional Youth Offending Service model by March 2018 in order to better align inter-agency resources*” cannot be rated as a decision was made during the year not to progress this commitment.
16. In summary, the RAG ratings for the 72 remaining commitments were as follows:

	Green	Amber / Green	Red/ Amber	Red	Total
Number of measures	49	16	6	1	72
% of all measures	69%	22%	8%	1%	100%

Public Accountability Measures – National Performance Indicator Set 17/18

17. Of the performance measures collected and monitored by the Council, 27 are national indicators. These measures are referred to as Public Accountability Measures (Previously referred to as National Strategic Indicators – NSI, and Public Accountability Measures - PAM). All Local Authorities in Wales collect and report on these measures on an annual basis, in line with detailed and specific guidance provided by the Local Government Data Unit, Wales (Referred to as the Data Unit).
18. Each Local Authority was required to submit their 2017-18 results to the Data Unit in May 2018 for validation. Once completed, usually towards the end of August, the Data Unit will return the Council’s validated results.

19. In September 2018, the Data Unit will publish the Local Government Performance Bulletin for 2017-18, which contains information on a range of Local Authority Services, using data to highlight the overall level and range of performance across the 22 Welsh LA's. This bulletin contains comparisons of results for all LA's on a range of, but not all, national measures. All national indicator results are embargoed until the release of the bulletin in September.
20. Therefore, the summary provided below is indicative as it is based on the provisional results of the PAM indicators prior to validation. There is a possibility that these results could change as a result of the validation process.

2017-18 Performance against 2017-18 targets.

	Met Target	Not Target	Met	Total
Number of Measures	13	8		21*
% of all Measures	62%	38%		100%

**The results for a further 7 indicators in addition to the 21 shown above are either not yet available or did not have a target set for 2017-18.*

2017-18 Performance against comparable 2016-17 Performance.

	Improved	Declined	No Change	Total
Number of Measures	9	3	1	13**
% of Comparable Measures	70%	23%	7%	100%

*** 13 of the total 27 indicators have comparable results at this stage. 12 of the 2017-18 PAM indicators are either new indicators or the methodology behind the indicators has changed for 2017-18 and therefore do not have a direct comparison to 2016-17. The other 2 indicator results are not yet available for 2017-18.*

Summary of key issues – Council Overview Scorecard

21. Members' attention is drawn to the following key issues highlighted in **Appendix 1b**, the Council Overview Scorecard:

Sickness Absence

22. The Sickness Absence outturn for 2017-18 is 11.27 days lost per FTE; this is an increase of 0.5 days lost per FTE compared to 2016-17 (10.77) and continues a trend of increasing sickness absence.
23. Work has commenced on implementing the APSE action plan, with focus groups being carried out with frontline staff and investigating areas that have high proportions of sickness to understand the specific issues of those areas.

Finance

24. The combined directorate overspend position for 2017-18 was £4.980 million. There were significant overspends in Social Services (£2.769m), Economic Development (£1.642m) and Education (£1.349m). The specific reasons behind these overspend positions are discussed further in the respective directorate challenges section of this report and also in the Financial Outturn report for 2017-18.
25. The authority delivered budget savings of £11.303m in 2017-18 against a target of £14.157m. This is an achievement level of 80% against target for the financial year. The detailed breakdown of savings achievement will be discussed in the Financial Outturn report for 2017/18 and a graph showing delivery of savings by directorate can be seen on the Council Overview Scorecard appended to this report.
26. Despite these results, the overall financial out-turn for the council showed a balanced position and within that the council was also able to increase some key reserves to support financial resilience over the medium term.

Customer

27. The increasing interaction with customers through online channels is highlighted on the Council Overview scorecard. Key highlights include a continuing increase in visitors to the Council's website, an increase in visitors to the site using mobile devices, an increase in online payments, online parking permit applications and use of online forms.
28. The expansion of the Council's social media presence and engagement also continued throughout 2017-18 with significant increases in both Facebook likes and Twitter followers during the year.
29. The number of complaints recorded increased in 2017-18, up 7.7% from the previous year with a total of 1,907. Areas with increased complaints compared to 2016-17 include Waste, Housing, Traffic and Transport and Parks, while areas showing notable decreases in complaints on the previous year include Arts and Theatres, Neighbourhood services and Customer Services. The annual complaints report will be presented to Cabinet in October and will provide further detail behind the figures along with explanations for the movements in different areas.

Way Forward

30. Councillor Chris Weaver, Cabinet Member for Finance, Modernisation & Performance, has been invited to attend for this item. Christine Salter, Corporate Director Resources will also attend. Joseph Reay, Head of Performance and Partnerships and Andrew Simms, Operational Manager, Performance, have been invited to present the report.
31. Members are invited to consider the information set out in the report, and appendices 1a, b &c, and identify any issues that require further scrutiny and should be considered for the Committees 2018/19 work programme planning.

32. Members may also wish to pass on any observations, comments or recommendations to the Cabinet Member, Finance, Modernisation & Performance to inform the Cabinet's consideration of the Quarter 4 performance report on 5 July 2018.

Legal Implications

33. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

34. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to:

- Review the information provided in the Quarter 4 2017/18 Corporate Performance Report contained in **Appendices 1a,b &c**;
- Consider whether it wishes to refer any comments or concerns to the Cabinet Member with responsibility for Council Performance.

DAVINA FIORE

Director of Governance & Legal Services

14 June 2018

Background Paper : Q4 Performance 2017/18. Final report.