

Report

Cabinet

Part 1

Date: 18 July 2018

Subject Early Year-end Performance Analysis 2017/18

Purpose To inform the Cabinet of the early year-end analysis of the performance of the council for 2017/18

Author Head of People and Business Change

Ward All

Summary The report provides Cabinet with an early analysis of the council's year-end performance for April 2017 – March 2018. The analysis illustrates the year-end position of all performance indicators including measures which are reported nationally and within the well-being plan and improvement plan.

The council's performance has continued to improve in 2017/18 against a backdrop of challenges and pressures including legislative changes, political uncertainty nationally, budget reductions and an increasing population. Overall performance indicates that 68% of the performance indicators have met or exceeded target and 54% of the indicators have improved when compared to last year.

There have been changes to the set of measures that the council reports to Data Cymru for 2017/18. New measures and definitions have been introduced, making target setting challenging and reducing the amount of meaningful comparison to previous years. Despite this the council has seen a year on year improvement in nearly 43% of its national measures and continues to demonstrate improvement in the priorities set in its Well-being Plan and Improvement Plan.

Proposal **The Cabinet are requested to**

1. Note the contents of the report
2. Receive a further update on the final year-end position once the national data is available

Action by Strategic Directors, Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors
- Heads of Service

Background

The report provides analysis of the early year-end performance position for 2017/18. The analysis is classed as early as the Public Accountability Measure (PAM) data has not yet been validated by Data Cymru (formally the Data Unit Wales). The report on the final year-end performance for national measures will be available in September 2018. The Public Accountability Measures are a set of performance indicators by which the 22 Welsh local authorities are compared.

There have been a number of changes to the set of measures that the council reports to Data Cymru for 2017/18. New measures and definitions have been introduced, making target setting challenging and reducing the amount of meaningful comparison to previous years.

A more robust target setting process was introduced which has led to more challenging targets which aim to drive continuous improvement in the councils overall performance.

In summary the early year-end performance position is outlined below:

- There are 123 measures included in the 2017/18 data set; these are made up of national measures as well as Well-being Plan, Improvement Plan and locally set measures.
- The council's performance has continued to improve in 2017/18 against a backdrop of challenges including legislative changes, political uncertainty nationally, budget reductions and an increasing population.
- Overall performance indicates that 68% of 2017/18 measures are meeting or exceeding their targets. This is against a backdrop of cuts to council budgets, more challenging targets and a set of measures which has changed.
- Performance has improved for over 54% of the indicators when compared to last year.
- Over 20% of the performance indicators are amber (within 15%) of target.
- Nearly 43% of the national measures have shown improvement when compared to last year.
- Well-being Plan and Improvement Plan priorities continue to perform well, further supporting the continuous improvement of the council.

The monitoring of progress and reporting on performance is undertaken via the council's performance management system - MI Hub (Management Information Hub).

Appendix 1 contains an extract of screenshots and tables from MI Hub which provides a summary of early year-end performance against all performance indicators outlined in the report.

Financial Summary

There are no financial implications to this report. Any improvements in performance levels will be made through existing council budgets.

Risks

There are no risks to this report; each measure is monitored through service planning. Each service plan identifies any risk associated with each service area.

Links to Council Policies and Priorities

This report is linked to Service Plans and the Improvement Plan 2016-18, it supports the administrations priorities.

Options Available and considered

- a) to accept the contents of this report, to monitor performance measures with declining performance in conjunction with Heads of Service and to receive an analysis report of final year end data.
- b) to not accept the contents and request further information.

Preferred Option and Why

The preferred option is a) The Cabinet plays a key role in driving forward performance improvements and continued monitoring will ensure that this remains the case.

Comments of Chief Financial Officer

There are no direct financial implications stemming from this report. The Council services and associated performance are achieved within existing budgets. Impacts on performance are reported on all individual budget proposals, as part of the approval of the annual budget and MTFP.

Comments of Monitoring Officer

There are no specific legal issues arising from this report. The details set out in this report reflect the requirements of the Local Government Measure. The approach for monitoring progress against corporate priorities and strategies is consistent with the Council's performance management framework and risk management principles.

Comments of Head of People and Business Change

There are no direct staffing implications as a result of this report. Our key aim is to improve performance across the council with particular focus on the national measures. Overall performance has improved this year.

This report enables Cabinet Members to monitor the current position of the council's performance, this helps to drive improvement over the short and long-term and prevent poor performance. The performance measures reflect a snapshot across all service areas of the council and some measures reflect the collaborative work undertaken with partners.

Performance measures are also reported through the service plans and the improvement plan, which take into account the sustainable development from the Well-being of Future Generations Act and the five ways of working; long-term, prevention, integration, collaboration and involvement.

Comments of Cabinet Member

The Chair of Cabinet has been consulted and has agreed that this report goes forward to Cabinet for consideration.

Local issues

No specific local issues.

Scrutiny Committees

Performance Scrutiny Committee – Place and Corporate

Performance Scrutiny Committee – People

Equalities Impact Assessment and the Equalities Act 2010

Not applicable to this report.

Children and Families (Wales) Measure

Not applicable to this report.

Wellbeing of Future Generations (Wales) Act 2015

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Performance measures are also reported through the service plans and the improvement plan, which take into account the sustainable development from the Act and the five ways of working; long-term, prevention, integration, collaboration and involvement.

Crime and Disorder Act 1998

Not applicable to this report.

Consultation

Not applicable to this report.

Background Papers

Cabinet Report: Improvement Plan 2016-18 (11/04/16)

Cabinet Report: Year End Performance Analysis 2016-17 (18/10/18)

Cabinet Report: Improvement Plan Performance Update Quarter 1 2017/18 (18/10/17)

Cabinet Report: Improvement Plan Performance Update Quarter 2 2017/18 (17/01/18)

Cabinet Report: Mid-year Performance Analysis 2017-18 (17/01/18)

Cabinet Report: Improvement Plan Performance Update Quarter 3 2017/18 (18/04/18)

The above background papers are available to the public.

Appendix 1

Overall Performance for 2017/18 Measures

There are 123 measures which have been included as performance indicators in the 2017/18 data set; these are made up of National, Well-being Plan, Improvement Plan and Local Measures. This report seeks to amalgamate the data for all the performance indicators to provide an understanding of the council's performance as a whole.

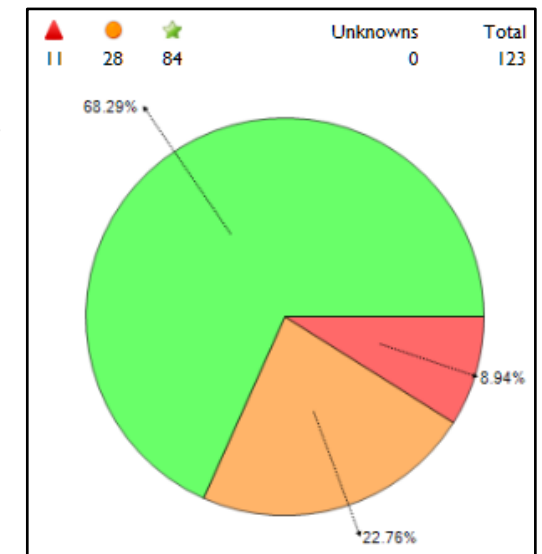
During the service planning process, targets are set for performance indicators. Target setting principles were introduced in March 2015 to drive improvement in performance; this means our targets have become more challenging each year. Where previous year performance and Wales Average data was available the following 3 principles were applied;

- 1 Improve on previous year performance and, where relevant;
- 2 Be set at least at the Wales average or,
- 3 Be set above quartile 4 levels

Year-end performance data as at March 2018 shows that 68% of the measures achieved or exceeded target (Green). The council continues to meet its obligation to demonstrate continuous improvement in performance. This is against a back drop of cuts to council budgets, more challenging targets and a set of measures which have changed.

The target setting principles are designed to be challenging so that improvement is maximised with many measures coming very close to achieving target. Nearly 23% of measures are amber, meaning they came within 15% of their target.

Performance Against Target Over Time								
Year	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Green Measures	61%	50%	64%	64%	77%	74%	58%	68%
Amber Measures	25%	35%	25%	24%	16%	17%	32%	23%
Red Measures	14%	15%	11%	12%	7%	8%	10%	9%



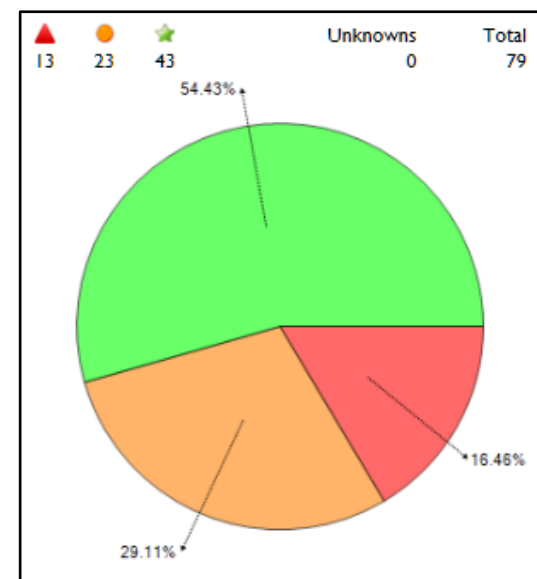
Performance Indicators Compared to Previous Year Performance

In 2017/18 there were 123 performance indicator measures in total, however, due to changes in the data set, there have been many changes to the performance indicators reported. Only 79 of the 123 were collected in the previous year and have previous year data that can be used to determine how much performance has improved. The pie chart opposite shows that 54% of the 79 measures have improved on last year's performance.

The changes to the data set make comparison of the council's performance as a whole to previous years much less meaningful and it is impossible to form a direct comparison.

Improvement Plan Performance

Improvement plan priorities continue to perform well, these priorities were selected to reflect the top eight priorities chosen in consultation with the public, members and employees. This enables the council to provide extra focus to the priorities that citizens feel are most important to them. The overall rating of these priorities at the end of quarter 4 is 'Green-Good'; this reflects an assessment based on outcomes which incorporate objective commentary as well as performance measures to give a holistic view of performance.



Improvement Priority	Rating at Q4	
1. Improving Independent Living for Older People	Amber - Acceptable	●
2. Ensuring people have the right social services to meet their needs	Green - Good	★
3. Ensuring people have access to suitable accommodation	Green - Good	★
4. City Regeneration and Development	Green - Good	★
5. Supporting young people into education, employment or training	Green Star - Excellent	★*
6. Ensuring the best educational outcomes for children	Green - Good	★
7. Increasing recycling	Green - Good	★
8. Improving outcomes for youth justice	Green - Good	★
OVERALL	Green - Good	★

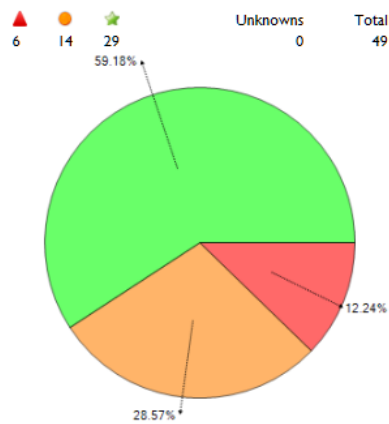
This will be the final Improvement Plan update as this will be superseded by the joint reporting of the Improvement Plan and Well-being Objectives as agreed by Cabinet in April 2018.

National Measure Performance

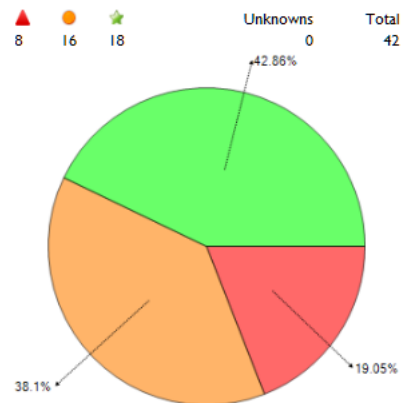
The performance indicators include a set of national measures which are reported to the Welsh Government on an annual basis. These are called Public Accountability Measures (PAM) and Social Services Performance Measures (SSPM), these are referred to as national measures in this report. There are 49 national measures for 2017/18, in 2016/17 there were 53 measures.

In 2017/18 59% of the national measures met or exceeded target, this has increased by 12% when compared to last year, despite targets being set at challenging levels. The target setting principles used at the start of the year are designed to be challenging so that improvement is maximised and many measures have come very close to achieving target. Nearly 43% of the measures have improved performance when compared to last year demonstrating the council's commitment to maximising its performance.

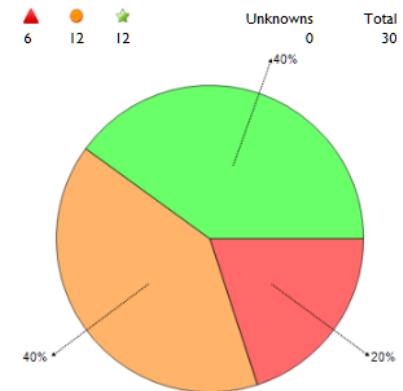
National Measure Performance Against Target



National Measure Performance Compared to Last Year



National Measure Performance Against Wales Average



Further Analysis of 2017/18 Data

In September 2018 Data Cymru (formally Data Unit Wales) will release national data for all 22 authorities and it is then that we will be able to benchmark our performance against other authorities. A final analysis of the Year End data will be reported at that time.