

# Report

## Cabinet

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### Part 1

Date: 14 June 2017

**Subject** Early Performance Analysis 2016/17

**Purpose** To inform the Cabinet of the early analysis of the performance of the council for 2016/17

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**Ward** All

**Summary** This report offers Cabinet an early analysis of the council's performance for April 2016 – March 2017. It incorporates the current position of all measures reported through service plans including measures which are reported nationally and improvement plan measures.

The councils performance has continued to improve in 2016/17 against a backdrop of legislative changes, political uncertainty nationally, budget reductions and an increasing population.

Legislative changes have altered the data sets that the council reports nationally introducing new measures and definitions, making target setting challenging and reducing the amount of meaningful comparison to previous years. In spite of this the council has seen improvement in 50% of its national measures and continues to demonstrate improvement in the priorities set in its Improvement Plan. The Improvement Plan provides a focus on the eight council priorities of most importance to the citizens and communities of Newport.

**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 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**

This analysis report provides the early year-end performance position for 2016/17. The analysis is classed as early as the national measure data has not yet been validated by the Wales Data Unit; we expect to report on the final year-end performance for national measures in September 2017.

2016/17 has seen many legislative changes come into force, which have resulted in changes to data reported by the council. Changes include the revocation of the National Strategic Indicator (NSI) data set by the Welsh Government as well as the enactment of the Social Services and Wellbeing (Wales) Act 2014. This has meant that the set of measures that the council reports to the Data Unit Wales has changed, especially in Social Services.

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.

- There are 120 measures included in the 2016/17 Service Plans; these are made up of national measures as well as Improvement Plan and locally set measures.
- Overall performance indicates that 57.5% of Service Plan 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 drastically changed.
- Due to more challenging targets over 30% of measures are amber (within 15%) of target. This shows how challenging the targets were in order to strive for improvement.
- Improvement plan priorities continue to perform well further supporting the continuous improvement of the council.

## **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 financial implication of individual projects are reported as part of the on-going medium term financial planning and budget monitoring processes and in that respect, having clear responsibility and accountability for delivering the projects and managing resources is key.

## **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 declined this year; however this is against the backdrop of more challenging targets.

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**

This report will be submitted to Scrutiny for information as per the Performance Reporting Framework, which was agreed by Cabinet in the Cabinet meeting on 12<sup>th</sup> September 2016.

## **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**

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 Act and the five ways of working; long-term, prevention, integration, collaboration and involvement.

The guidance on the Act is clear – it requires public bodies to maximise their contribution to improving the wellbeing of Wales. The Act provides a framework for better decision making by ensuring public bodies take account of the **long term**, focus on **prevention**, take an **integrated** and **collaborative** approach, and **involve** people in policy making and planning and delivery of services.

The Act places a duty on the public sector to:

- Adopt the Sustainable Development Principle
- Work towards 7 national wellbeing goals
- Focus work on future generations
- Take a central role in the establishment and scrutiny of a Public Services Board (PSB)
- Take a central role in the development of a Wellbeing Plan based on a long term needs assessment
- Respond to a new accountability framework including reporting and review by the Auditor General Wales

The Act has implications for how the local authority will work in future and Part 2 of the Act places an individual wellbeing duty on public bodies. Key areas where change needs to happen include:

- Corporate Planning
- Risk Management
- Workforce Planning
- Performance Management
- Financial Planning
- Procurement
- Assets

The Wellbeing of Future Generations Act 2015 which came into force in April 2016 sets the context for the move towards long term planning of services. A programme of training for senior management and elected members is underway so that the wide-ranging and transformational implications of the Act are understood and can be embedded in the Council's ways of working.

Key documents and processes have been revised so that they incorporate sustainable development and wellbeing principles. Over the last three years extensive public engagement has been undertaken in relation to setting service delivery priorities and identifying which services matter most to people, and contribute to their wellbeing. This will continue to inform future planning.

## **Crime and Disorder Act 1998**

Not applicable to this report.

## **Consultation**

Not applicable to this report.

## **Background Papers**

Cabinet Report: Year End Performance Analysis 2015-16

Cabinet Report: Improvement Plan Performance Update Quarter 1

Newport City Council Improvement Plan 2016-18

Adults Service Plan 16/17

Children & Young People Service Plan 16/17

Education Service Plan 16/17

Regeneration & Investment and Housing Service Plan 16/17

People & Business Change Service Plan 16/17

Streetscene & City Services Service Plan 16/17

Law and Regulation Service Plan 16/17

The above background papers are available to the public.

## Appendix 1

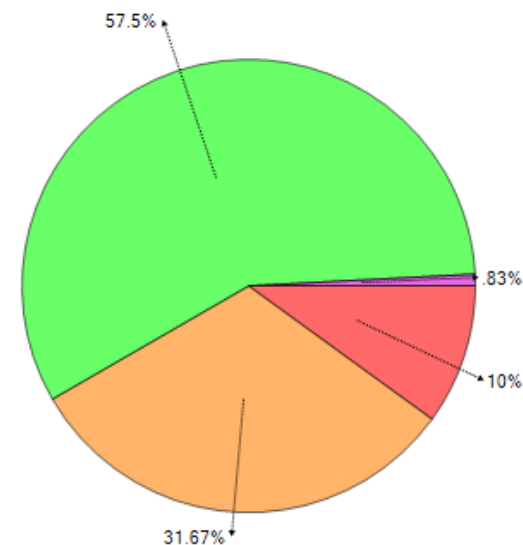
### Overall Performance for Service Plan Measures

There are 120 measures which have been included as performance indicators in the 2016/17 Service Plans; these are made up of National, Improvement Plan and Local Measures. Service plans also include objectives set by each service area and in conjunction with performance indicators they provide a holistic view of the performance of each service area. This report seeks to amalgamate the data for all the service plan 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 challenging but more meaningful at a national level. 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 2017 shows that 57.5% of Service Plan 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.

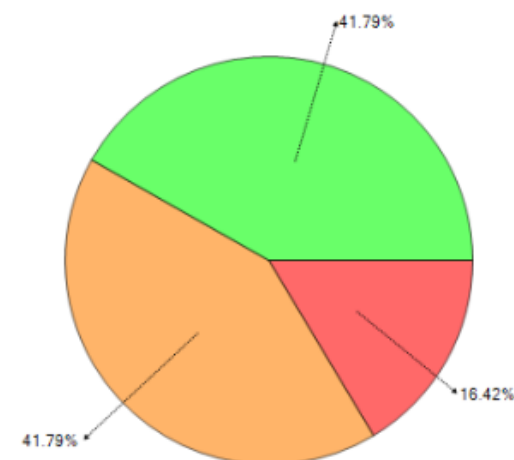


The target setting principles are designed to be challenging so that improvement is maximised and many measures have come very close to achieving target. Over 30% of measures came within 15% of their targets demonstrating the council's commitment to maximising its performance.

Performance Against Target Over Time								
Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
<b>Green Measures</b>	66%	61%	50%	64%	64%	77%	74%	<b>57.5%</b>
<b>Amber Measures</b>	22%	25%	35%	25%	24%	16%	17%	<b>31.67%</b>
<b>Red Measures</b>	12%	14%	15%	11%	12%	7%	8%	<b>10%</b>

## Service Plan Measures Compared to Previous Year Performance

In 2016/17 there were 120 measures in service plans in total, however, due to legislative changes such as the introduction of the Social Services and Wellbeing Act and the revocation of the National Strategic Indicator data set, there have been many changes to the performance indicators reported. Only 67 of the 120 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 below shows that almost 42% of the 67 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.

<i>Improvement Priority</i>	<i>Rating at Q4</i>	
1. Improving Independent Living for Older People	Amber - Acceptable	●
2. Ensuring people have the right social services to meet their needs	Green Star - Excellent	★*
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 - Good	★
6. Ensuring the best educational outcomes for children	Green - Good	★
7. Increasing recycling	Green - Good	★
8. Improving outcomes for youth justice	Amber - Acceptable	●
<b>OVERALL</b>	<b>Green - Good</b>	★

## National Measure Performance

The service plan measures include a set of National measures which are reported to the Welsh Government on an annual basis. These are called Public Accountability Measures (PAM), these are referred to as National Measures in this report. There are 28 national measures for 2016/17, in 2015/16 there were 40 measures.

In previous years there was also a set of measures known as National Strategic indicators (NSI's) these have been repealed by Welsh Government; leading to a much reduced data set which again reduces the usefulness of comparison to previous years and a direct comparison of the whole performance is not an accurate indication of progress.

The 'Better than Target' value has dropped again this year, due to targets being set at challenging levels with most above the Wales average. 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 36% of national measures came within 15% of their targets demonstrating the council's commitment to maximising its performance.

## Further Analysis of 2016/17 Data

In September 2017 the Data Unit Wales will release national data for all 22 authorities and it is then that we will be able to benchmark performance against other authorities. A final analysis of the Year End data will be reported at that time.

