Report

Cabinet

Part 1

Date: 17th December 2016

Item No: Insert item number here

Subject Mid-year Performance Analysis 2016/17

Purpose To inform the Cabinet of the current performance of the organisation so that underperformance can be addressed before the year end.

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Ward All

Summary This report offers the Cabinet an update on the council's performance for September 2016 data (half-yearly update). It incorporates the current position of service plan measures which include the national measures and improvement plan measures. A breakdown of national and improvement plan measures is also included.

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 has changed.

- Overall performance indicates that 63% of Service Plan measures are meeting or exceeding their targets.
- 53% of the national measures, at the end of September 2016, are meeting or exceeding the Wales Average for 2015/16.
- 71% of the national measures are performing better than the lower quartile level for 2015/16.
- 71% of the national measures have improved performance when compared to 15/16 year end.
- 71% of the Improvement Plan measures are meeting or exceeding target

Proposal **The Cabinet are requested to**

1. Note the contents of the report
2. Receive a further update on the year-end position once the data is available
3. Take urgent action in conjunction with Heads of Service and Directors to address red measures

Action by Strategic Directors, Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors
- Heads of Service

Signed

Background

This analysis report provides the mid-year performance position for 2016/17. These reports were previously sent to Performance Board, but are now received by Cabinet as outlined in the Performance Reporting Framework agreed at the Cabinet meeting on 12th September 2016.

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.

This report includes monthly, quarterly and half yearly data as at 30th September 2016. Annual data will be reported at the end of the financial year when it becomes available.

Targets for all measures were set during the service planning process and the following 3 principles were applied;

Targets must:

1. be set at least at the Welsh average
2. improve on previous year performance
3. be set above quartile 4 levels

This has led to more challenging targets which aim to improve the overall performance for the council in 2016/17.

- There are 125 measures included in the 2016/17 Service Plans; these are made up of national measures as well as Improvement Plan and locally set measures. Annual measures where data is not yet available have not been included in this analysis, this leaves 80 measures where mid-year data is available.

- Overall performance indicates that 63% of Service Plan measures, where data is available, are meeting or exceeding their targets. 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 has changed.

- There are 7 red Service Plan measures (15% or more variance from target) however, 6 of these have shown improvement when compared to the previous period.

The All Wales data (national measures) is graded into 4 quartiles based on performance for each of the 22 Welsh local authorities; these are: lower, lower middle, upper middle and upper. The actual position for 2016/17 will not be determined until All Wales data is released for 2016/17 next year. There are 28 national measures for 2016/17, in 2015/16 there were 43 measures.

- Performance of national measures (where data is available) indicates that:
    - 53% of the national measures, at the end of September 2016, are meeting or exceeding the Wales Average for 2015/16.

    - 71% are performing better than the lower quartile level for 2015/16. In 2015/16 Newport had the 2nd highest number of measures in the lower quartile and the lowest number in the upper quartile.

    - 71% of these measures have shown improved performance when compared to 15/16 year end. There is comparable data from 2015/16 for 18 national measures at the mid-year point.

- In the 'Year End Analysis Report' for 2015/16, 9 national measures were identified for improvement because performance for these measures in 2015/16 was in the lower quartile when compared to the other Welsh authorities and had been in the lower quartiles over the last 2 years. Of the 5 measures where data is available, 4 are meeting or exceeding target (green) and 1 is slightly below target (amber).

- 71% of the Improvement Plan measures are meeting or exceeding target, this is slightly lower than quarter 1, where 79% of measures were meeting or exceeding target. There are 3 red measures (11%), but performance for each of these has improved since quarter 1.

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 note 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 year end data.
b) to choose not to note the contents of this report or monitor performance measures with declining performance in conjunction with Heads of Service and not to receive an analysis report of year end data.

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 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 12th 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.

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.

Dated: December 2016

Mid-Year Performance Analysis 2016

Service Plan measures against target

There are 125 measures included in the 2016/17 Service Plans; these are made up of national measures as well as Improvement Plan and locally set measures. Data is collected either on a monthly, quarterly, half yearly or annual basis depending on what is appropriate for each individual measure. Annual measures where data is not yet available have not been included in this analysis, this leaves 80 measures where mid-year data is available. Targets for all measures were set during the service planning process and the following 3 principles were applied;

Targets must:

4. be set at least at the Welsh average
5. improve on previous year performance
6. be set above quartile 4 levels

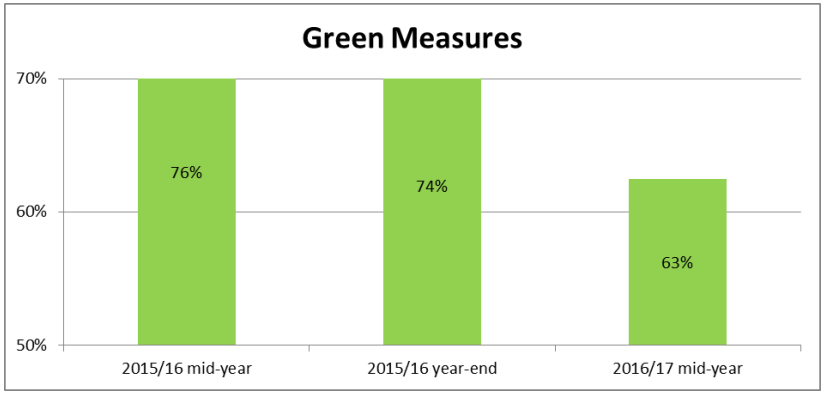
This has led to more challenging targets which aim to improve the overall performance for the council in 2016/17.

Table 1

Performance against target									
	2009/10 year-end	2010/11 year-end	2011/12 year-end	2012/13 year-end	2013/14 year-end	2014/15 year-end	2015/16 mid-year	2015/16 year-end	2016/17 mid-year
Green Measures	66%	61%	50%	64%	64%	77%	76%	74%	63%
Amber Measures	22%	25%	35%	25%	24%	16%	15%	19%	27%
Red Measures	12%	14%	15%	11%	12%	7%	9%	4%	10%

Table 1 to the right, shows how service plan measures have performed against targets since 2009/10 and includes mid-year performance for years 2015/16 and 2016/17 for comparison. Data correct as at 11th November 2016.

Chart 1



The mid-year analysis of 2016/17 is based on performance data to the end of September 2016. Chart 1 to the left, demonstrates that September 2016 performance against target has decreased, when compared to 2015/16 year end outturns.

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 much changed set of measures, at the mid-year point Heads of Service can reflect on actions that may help to improve performance in the second half of the year.

See Appendix 1 for a list of red measures against target.

Service plan measures against previous year performance

Each year, the set of measures monitored is subject to change, some may be discontinued and new more relevant measures may be introduced. This means previous year data is not available for all current measures, 42 of the 124 measures analysed in this report have previous year data available. This is mainly due to changes made to the National Measure data set which is included in Service plans and means that comparison is only possible for a small proportion of measures.

Table 2 below shows the percentage of measures where performance has improved since the previous year since 2009/10. In addition, mid-year performance is included for the years 2015/16 and 2016/17 for comparison.

See appendix 2 for a list of red measures against previous year's performance.

Chart 2

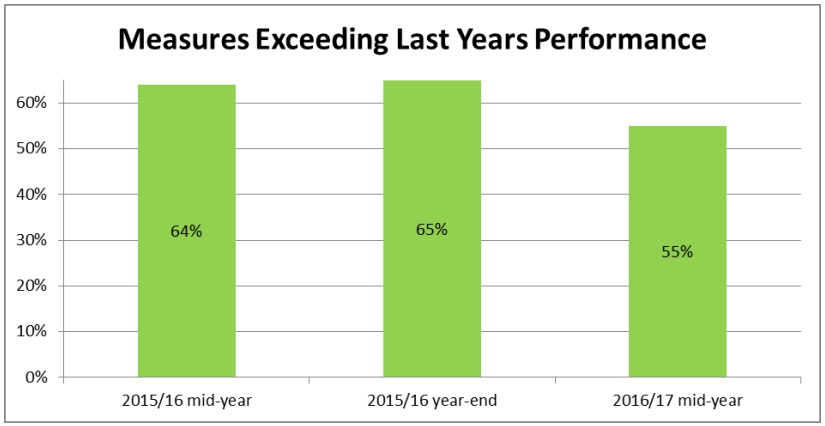


Table 2

Performance against previous year									
	2009/10 year-end	2010/11 year-end	2011/12 year-end	2012/13 year-end	2013/14 year-end	2014/15 year-end	2015/16 mid-year	2015/16 year-end	2016/17 mid-year
Green Measures	72%	55%	54%	55%	56%	62%	64%	65%	55%
Amber Measures	20%	34%	32%	33%	31%	22%	18%	22%	29%
Red Measures	8%	11%	14%	12%	13%	15%	18%	15%	17%

Mid-year Performance of National Strategic Measures (NSI's) and Public Accountability Measures (PAM's)

NSI's have been repealed by Welsh Government; however the Welsh Local Government Association (WLGA) still requires collection of some of these measures as part of the 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 43 measures. There is comparable data from 2015/16 for 18 national measures at the mid-year point.

PAM's are reported nationally to the Wales Data Unit on an annual basis for comparison to other Welsh Authorities and to form the Wales average data.

Chart 3 to the right and table 3 below, show performance of the national measures in 2016/17 to the mid-year point, overall performance for national measures for September 2016 shows that; 71% of measures are improving on last year's performance, 59% of measures are meeting or exceeding targets and 53% of measures are better than Wales average data for 2015/16.

Chart 3

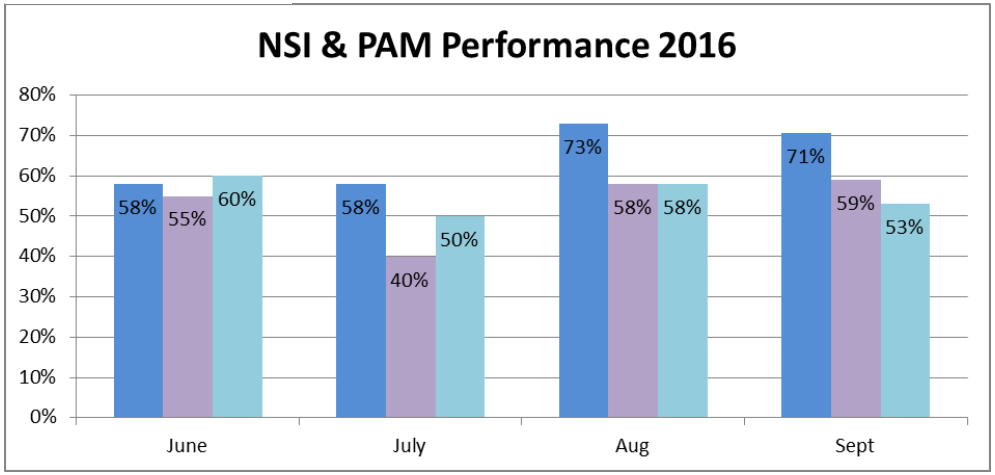


Table 3

Period	June	July	Aug	Sept
Measures improving on previous year	58%	58%	73%	71%
Measures meeting target	55%	40%	58%	59%
Better than Wales Average	60%	50%	58%	53%

The following 7 national measures are falling short of target in September 2016; details of all national measures are shown in Appendix 3.

Red Measures

Measure	Actual (YTD)	Target (YTD)	Target	DoT	Wales Average (YTD)	Wales Av Target	Actual 1 yr ago	Perf. 1 yr ago
PSR/004 Housing dwellings return occ'pn % (HY) (NSI, SP)	1.01%	3.00%	▲	▲	11.08%	▲	1.83%	▲
CYP/33 SCC/004 Stability of Placements Looked After Children % (M) (NSI,PAM,SP,IP)	11.1	9.0	▲	▲	9.8	●	10.5	▲

Amber Measures

Measure	Actual (YTD)	Target (YTD)	Target	DoT	Wales Average (YTD)	Wales Av Target	Actual 1 yr ago	Perf. 1 yr ago
THS/007 Concessionary travel passes - Over 60s takeup % (HY)	90.4%	91.0%			85.6%		90.1%	
PPN/009 Food establishments broadly compliant (Q)	95.05%	96.00%			94.22%		93.33%	
STS/005b) Monthly Cleanliness Insp'ns of highways & relevant land % (M)	93.8%	97.0%			96.5%		97.5%	
CYP/32 SCC/002 CHanges of School Looked After Children % (M) (NSI,SP)	12.14	12.00			11.90		10.00	
LCL/001b Use of Public Library Services (Q)	1,603.04	1,763.00			2,689.00		1,731.96	

Key for measure RAG status

- Green - on target
- Amber - slightly short of target (15% tolerance)
- Red - off target (over 15% away)
- Pink - Data missing/ not available
- DoT - Direction of Travel, the green arrows show improved performance when compared to the previous period
- Red arrows show declined performance when compared to the previous period
- Yellow - no target set

Update on measures selected for monitoring at 2015/16 year end

In the 'Year End Analysis Report' for 2015/16, 9 national measures were identified for improvement because performance for these measures in 2015/16 was in the lower quartile when compared to the other Welsh authorities and had been in the lower quartiles over the last 2 years.

A number of these measures are annual and data is not available yet, these measures are listed below;

- EDU/002i: The percentage of all pupils (including those in LA care) in any LA maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification
- EDU/006ii: The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3
- EDU/015a: The percentage of final statements of special education need issued within 26 weeks including exceptions
- EDU/015b: The percentage of final statements of special education need issued within 26 weeks excluding exceptions

Below is a table that shows the current position for this group of measures, where data is available;

Measure	Actual (YTD)	Target (YTD)	Target	DoT	Wales Average (YTD)	Perf. Wales Av	Previous Year	Perf. Previous Year
Regeneration, Investment & Housing : LCL/001b Use of Public Library Services (Q)	1,603.04	1,763.00			2,689.00		1,731.96	
Streetscene & City Services : WMT/010 WMT/009b municipal waste resused, recycled and composted (Q)	64.19%	58.00%			60.19%		57.71%	
Education : EDU/004 Pupils KS3 CSI % (A)	83.4%	78.2%			84.1%		81.6%	
Education : EDU/016a) Attendance Primary Year-end % (A)	94.5%	93.6%			95.0%		94.5%	
Education : EDU/016b) Attendance Secondary Year-end % (A) (IA Theme 3)	93.3%	92.1%			93.9%		93.1%	

Key for measure RAG status

- Green - on target
- Amber - slightly short of target (15% tolerance)
- Red - off target (over 15% away)
- Pink - Data missing/ not available
- DoT - Direction of Travel, the green arrows show improved performance when compared to the previous period
- Red arrows show declined performance when compared to the previous period
- Yellow - no target set

Improvement Plan 2016/17 Measures

Chart 4 and table 4 show the progress of the measures that have been included in the Improvement Plan 2016/17. There are 57 measures in the Improvement Plan for 16/17. Data for 29 of the measures is not due until later in the year. Performance for the remaining 28 measures is shown in the chart to the right and the table below.

Chart 4

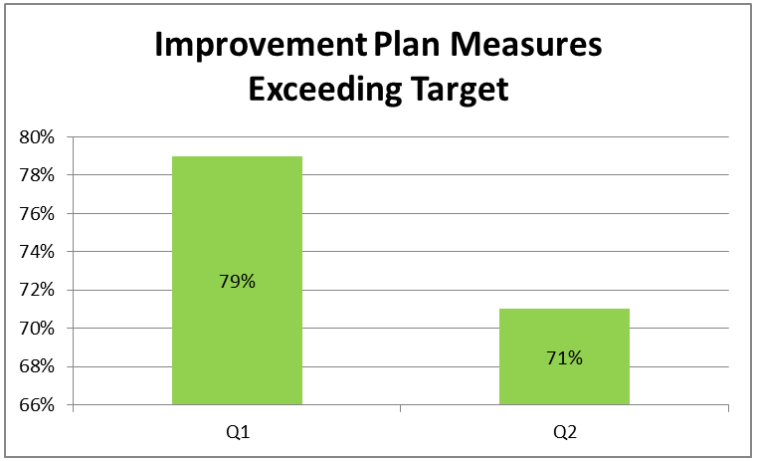


Table 4

Report produced in…	September	November
To show data for….	Q1	Q2
% green against target	79%	71%

Improvement Plan 2016/17 monitoring quarter 2

Improvement Plan measure performance is 71% green against target; this is a decline from 79% green against target in Q1. There are 3 red measures for Q2, decreasing from 4 red measures in Q1, the red measures are as follows;

Theme 4 – City Regeneration and Development

Measure	Actual (YTD)	Target (YTD)	Target	DoT
IP4 City Regeneration and Development : RIH/L/041 VVP- commercial floor space improved (Q) (IP4b)	45	500	▲	
IP4 City Regeneration and Development : RIH/L/040 VVP- programme delivery (Q) (IP4a)	706,704	2,182,4...	▲	

Theme 5 – Supporting young people into education, employment or training

Measure	Actual (YTD)	Target (YTD)	Target	DoT
IP5 Supporting young people into education, employment or training : NEET\01 Number of young people accessing children and YP skills project (Q)	227	500	▲	

Appendix 1

The table shows 7 Service Plan measures that are red when compared to their targets for quarter 2. Despite falling short of target, 6 of the 7 measures have shown improved performance from the previous period.

	Measure	Actual (YTD)	Target (YTD)	▲ Target	DoT
...	Regeneration, Investment & Housing : RIH/L/041 VVP-commercial floor space improved (Q) (IP4b)	45	500	▲	↗
...	Regeneration, Investment & Housing : RIH/L/040 VVP-programme delivery (Q) (IP4a)	706,704	2,182,439	▲	↗
...	Regeneration, Investment & Housing : PSR/004 Housing dwellings return occ'pn % (HY) (NSI, SP)	1.01%	3.00%	▲	↘
...	Regeneration, Investment & Housing : NEET\01 Number of young people accessing children and YP skills project (Q)	227	500	▲	↗
...	Children & Young People Services : CYP/27 The percentage of re-registrations of children on local authority Child Protection Registers	5.0%	3.5%	▲	↗
...	Children & Young People Services : CYP/26 The percentage of looked after children returned home from care	17.7%	30.0%	▲	↗
...	Children & Young People Services : CYP/34a care leavers who are in education, training or employment at 12 months	41.7%	60.0%	▲	↗

Key for measure RAG status

- Green - on target
- Amber - slightly short of target (15% tolerance)
- Red - off target (over 15% away)
- Pink - Data missing/ not available
- DoT - Direction of Travel, the green arrows show improved performance when compared to the previous period
- Red arrows show declined performance when compared to the previous period
- Yellow - no target set

Appendix 2

The table shows the 7 Service Plan measures which are red when compared to their performance for the same period (Q2) last year.

	Measure	Actual (YTD)	Target (YTD)	Target	DoT	Actual 1 yr ago	Perf. 1 yr ago
...	People and Business Change : HRP/046 % managers developing managerial skills (Q) (SP)	8.1%	8.0%	★	↓	41.4%	▲
...	Regeneration, Investment & Housing : PSR/004 Housing dwellings return occ'pn % (HY) (NSI, SP)	1.01%	3.00%	▲	↓	1.83%	▲
...	Adult & Community Services : CCAS/L/015 Number new frailty packages provided (SP) (M)	299	225	★	↓	344	▲
...	Regeneration, Investment & Housing : PSR/006 Ave days non-DFG adapt'ns (HY) (IA Theme 1)	18	19	★	↓	13	▲
...	Adult & Community Services : CCAS/L/020 Number of people fully reabled (IP, SP) (M)	219.0	225.0	●	↑	231.0	▲
...	Regeneration, Investment & Housing : NEET\01 Number of young people accessing children and YP skills project (Q)	227	500	▲	↑	583	▲
...	Children & Young People Services : CYP/32 SCC/002 CHanges of School Looked After Children % (M) (NSI,SP)	12.1%	12.0%	●	↓	10.0%	▲

Key for measure RAG status

- ★ Green - on target
- ● Amber - slightly short of target (15% tolerance)
- ▲ Red - off target (over 15% away)
- ? Pink - Data missing/ not available
- ↑ DoT - Direction of Travel, the green arrows show improved performance when compared to the previous period
- ↓ Red arrows show declined performance when compared to the previous period
- ! Yellow - no target set

Appendix 3

This table shows the quarter 2 performance for all national measures where data is available. 10 measures are meeting or exceeding target. 9 measures are meeting or exceeding Wales average and 12 are meeting or exceeding the lower quartile. 12 measures have improved when compared to previous period performance.

Measure	Actual (YTD)	Target (YTD)	Target	DoT	Wales Average (YTD)	Perf. Wales Av.	Lower Quartile	Perf. Lower Quartile
PSR/004 Housing dwellings return occ'pn % (HY) (NSI, SP)	1.01%	3.00%	▲	↓✗	11.08%	▲	3.90%	▲
CYP/33 SCC/004 Stability of Placements Looked After Children % (M) (NSI,PAM,SP,IP)	11.1	9.0	▲	↓✗	9.8	●	11.1	★
LCL/001b Use of Public Library Services (Q)	1,603.04	1,763.00	●	↓✓	2,689.00	▲	2,105.50	▲
STS/005b) Monthly Cleanliness Insp'ns of highways & relevant land % (M)	93.8%	97.0%	●	↓✓	96.5%	●	93.6%	★
CYP/32 SCC/002 Changes of School Looked After Children % (M) (NSI,SP)	12.14	12.00	●	↓✗	11.90	●	16.20	★
PPN/009 Food establishments broadly compliant (Q)	95.05%	96.00%	●	↓✗	94.22%	★	92.71%	★
THS/007 Concessionary travel passes - Over 60s takeup % (HY)	90.4%	91.0%	●	↓✓	85.6%	★	79.0%	★
STS/006 Response Rates For Removing Reported Fly Tipping Incidents (M)	97.61%	97.00%	★	↓✓	95.26%	★	94.54%	★
EDU/016a) Attendance Primary Year-end % (A)	94.5%	93.6%	★	↓✓	95.0%	●	94.7%	●
EDU/016b) Attendance Secondary Year-end % (A) (IA Theme 3)	93.1%	92.1%	★	↓✓	93.9%	●	93.2%	●
EDU/003 Pupils KS2 CSI % (A)	89.3%	87.5%	★	↓✓	88.1%	★	87.4%	★
EDU/004 Pupils KS3 CSI % (A)	81.6%	78.2%	★	↓✓	84.1%	●	81.7%	●
WMT/010 WMT/009b municipal waste resused, recycled and composted (Q)	64.19%	58.00%	★	↓✓	60.19%	★	58.54%	★
PSR/002 Adapt'ns DFG days delivery avg. (HY) (NSI, PAM, IP, SP)	184	238	★	↓✓	241	★	269	★
SCA/001 Delayed Transfers of Care (NSI, SP) # (M)	1.28	2.04	★	→	29.22	★	32.52	★
WMT/004b Percentage of municipal wastes sent to landfill (Q)	7.10%	18.00%	★	↓✓	18.14%	★	24.69%	★
LCS/002b Visits to Sport and Leisure Centres (Q)	3,782	2,072	★	↓✓	2,102	★	1,858	★

Key for measure RAG status

★ Green - on target
● Amber - slightly short of target (15% tolerance)
▲ Red - off target (over 15% away)
? Pink - Data missing/ not available
! Yellow - no target set

DoT - Direction of Travel, up arrows indicate bigger values are better, down arrows indicate smaller values are better

→ Black - performance remains the same

↓✓ Green Ticks - performance has improved

↓✗ Red Crosses - performance has declined