



# CITY AND COUNTY OF SWANSEA

Dinas A Sir Abertawe

Cabinet Member for Transformation &  
Performance

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**24 June 2015**

**Summary:** This is a letter from the Service Improvement & Finance Scrutiny Performance Panel to the Cabinet Member for Transformation & Performance, following the meeting of the Panel on the 10 June 2015. It is about the new performance framework & indicators model being developed by the Council for effective performance monitoring. The model of a Balanced Scorecard will be used as a strategic delivery system to deliver the Corporate Plan and Sustainable Swansea.

Dear Cabinet Member,

## **Service Improvement and Finance Scrutiny Performance Panel 10 June 2015**

The Service Improvement and Finance Scrutiny Performance Panel met on 10 June to consider an overview of the new performance framework and indicator model being developed by the Council.

The Panel would like to thank Richard Rowlands for attending the meeting to present the overview and answer our questions.

This letter reflects the main issues we discussed and the questions we raised about the new model. Therefore we would be grateful if you could provide responses to the questions and provide the information outlined within this letter.

### **The Balanced Scorecard**

The Panel noted the architecture of the Balanced Scorecard model and how it will be used as a strategic delivery system. We understood that the four key elements of the Balanced Scorecard will be divided into quadrants with performance and key service outcomes located at the centre of the card. We were pleased to note that council

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strategy will be translated into tangible measures, objectives and outcomes, also that a single Corporate Plan has been developed with fewer priorities and indicators.

### **Customer Satisfaction and Experience**

The Panel noted that the focal point of the Balanced Scorecard is the Customers key element, this includes satisfaction and experience. We raised a number of questions around the capture and use of customer satisfaction and experience information;

- How is customer satisfaction determined across the Council ?
- What mechanism will be used to capture and measure customer satisfaction and experience ?
- Will councillors have the opportunity to feedback any views or information they have been given regarding customer service into the agreed mechanism ?
- How will customer experience and satisfaction be analysed ?
- Will all of the above be agreed before the Balanced Scorecard is implemented ?

The Panel would like to understand what has been agreed for this before the Balanced Scorecard goes live.

### **Workforce and Risk**

The Panel agreed that Workforce is also a key element of effective performance management. We would like to know if front line staff and the Unions have been involved or consulted in the development of the Balanced Scorecard ? The Panel understands that the scorecard from corporate to team level will be cascaded to staff via the appraisal system. Is this sufficient or will other systems be used to ensure that all staff understand their role in this process ?

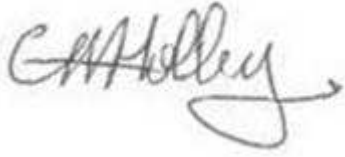
The Panel welcomes the idea of the Council becoming less risk averse and more innovative. We would like more clarification about this, whether the Council will be taking more risks or if the risk/innovation will be taken corporately ?

The Panel appreciated the opportunity to have an overview of the Balanced Scorecard and to be able to discuss it before it is implemented across the Council. We would like more information about who will ensure the architecture of the Balanced Scorecard is delivered across the organisation and who will have an overall view of it ?

### **Your Response**

In your response we would appreciate your comments on any of the issues raised in this letter. We would be grateful if you could specifically refer to the questions and requests for information outlined. Please provide your response by 13 July.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'CHolley', with a stylized flourish at the end.

**Councillor Chris Holley**  
**Convenor, Service Improvement and Finance Performance Panel**  
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