POLICY, RESOURCES & GROWTH COMMITTEE	Agenda Item 86
	Brighton & Hove City Council

Subject:	**Progress update against Corporate Key Performance Indicators: Q2 2016/17**
Date of Meeting:	**8 December 2016**
Report of:	**Chief Executive**
Contact Officer: **Name:**	**Rima Desai** **Tel: 01273 29-1268**
Email:	**rima.desai@brighton-hove.gov.uk**
Ward(s) affected:	**All**

1. PURPOSE OF REPORT

1.1 To report performance progress for the period 1st April 2016 to 30th September 2016 (Quarter 2) in relation to Corporate Key Performance Indicators (KPIs).

2. RECOMMENDATIONS:

2.1 To review progress in relation to Corporate KPIs, particularly corrective measures outlined for 'red' and 'amber' indicators; provide ongoing support and challenge to lead officers to bring performance back on track.

3 CONTEXT/ BACKGROUND INFORMATION

3.1 There are two overarching documents:-

- **The City's Sustainable Community Strategy –** is owned by and the responsibility of Brighton & Hove Strategic Partnership, known as Brighton & Hove Connected, and the City Management Board.

- **BHCC Corporate Plan (2015-2019) –** this sets out the councils Purpose, Principles and Priorities.

Note that progress towards delivery of the 2015-19 Corporate Plan outcomes is evidenced by delivery of the Corporate KPI set and supported through the delivery of the Directorate Plans.

3.2 This report is a key part of Business Planning and Management, one of the components of the council's Performance Management Framework (PMF). There are eight component parts of the PMF, as shown in this diagram:
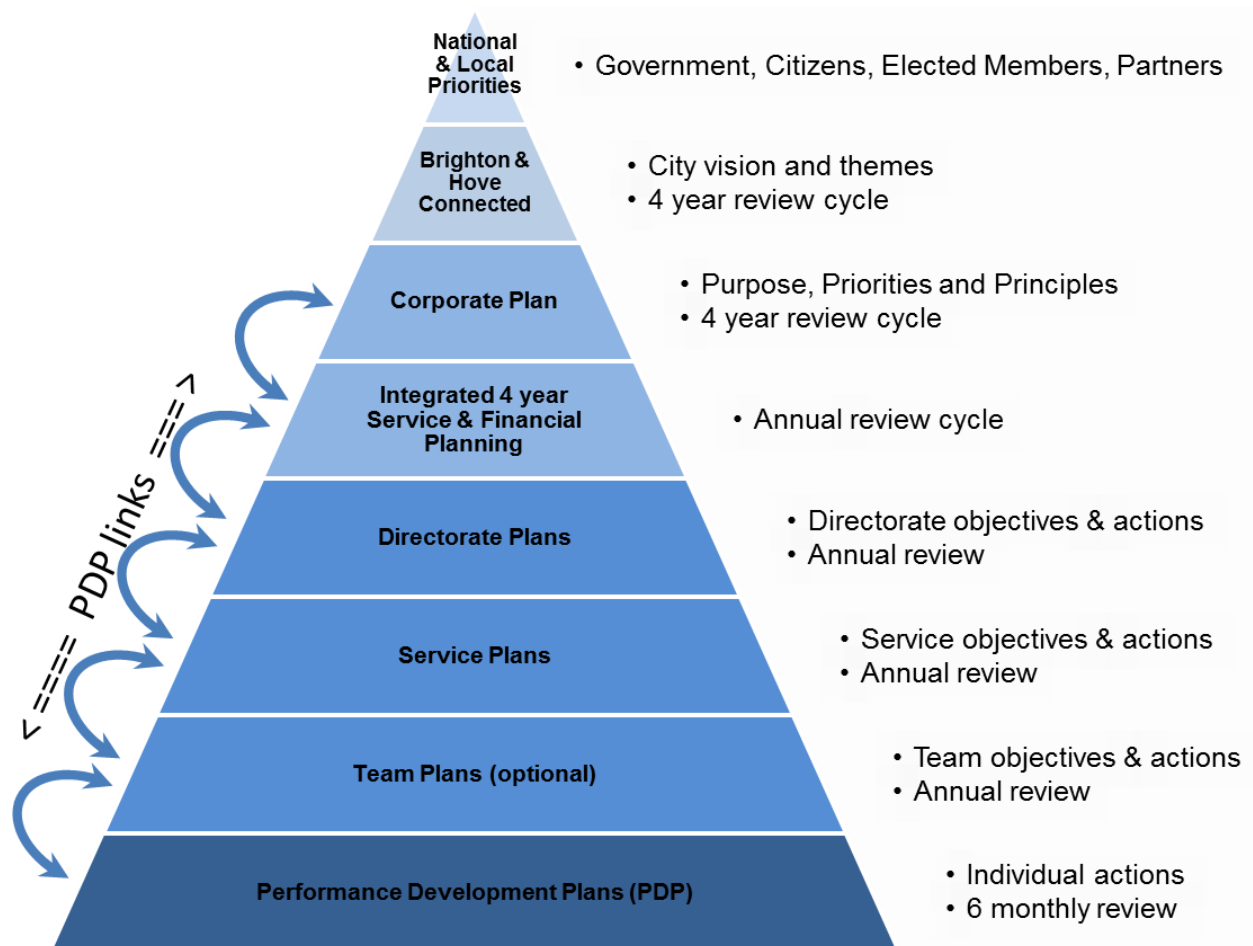
3.3 A summary of the 8 areas of the PMF is provided in the table below:

Component	Summary and Performance Management Approach

1 – Business planning and management	• Plans are set at various levels
	     o the partnership plan "Sustainable Community Strategy"
	     o the council's Corporate Plan
	     o directorate plans
	     o service plans
	 • ELT develop and agree a key indicator set mapped to these plans in consultation with Lead Members to track performance outcomes and receives quarterly performance update reports. Accountable Directors discuss corrective actions and ELT prioritises options.
	 • Performance reports are reviewed at PR&G twice a year and inform performance reporting to the City Management Board.
	 • ELT monitors progress against Directorate Plans quarterly.

2 – Risk management	• Through understanding risks, decision-makers are better able to take actions to manage those risks and implement mitigating actions. • Strategic Risks are reviewed 6 monthly at ELT and reported to the Audit and Standards Committee throughout the year.

Component	Summary and Performance Management Approach
	• Citywide Risks are reviewed annually and managed by the relevant partnerships and feed into the Strategic Risk processes for council led risks. • Progress monitoring and reporting is managed through links to the directorate risk registers at DMT quarterly.
3 – Financial management	• The efficient and effective management of council funds to accomplish the objectives of the council. • Monthly reviews of actual income and expenditure for each budget area and comparing this with the allocated budget for each budget holder throughout the year (months 2 to 11) enables variances to be identified and corrective action taken where required. • Corporate Critical budgets are identified, Targeted Budget Management (TBM) are discussed at ELT monthly and corrective corporate or directorate actions developed. Progress is reported to ELT monthly.
4 – Customer insight	• Understanding how our customers and citizens see our services gives us useful information on ways we can improve our performance to deliver value. • The city tracker survey provides resident and user feedback on our services and analysis of our complaints, compliments and comments, along with internal contact volumes, contribute towards the annual Customer Insight Report and inform service improvements.
5 – Modernisation, programmes and projects	• Modernisation is the council's portfolio of change management programmes/projects which supports delivery of the corporate purpose, principles and priorities. This in turn helps evidence the achievement of outcomes in relation to the council's purpose. • Cross-party Modernisation Member Oversight Group - receives update report quarterly and provides support and challenge. • Corporate Modernisation Delivery Board - initiates and leads programmes and projects that are intended to achieve outcomes including cross-cutting programmes and projects. Chaired by the Chief Executive and consists of directors and other key officers of the council. • Directorate Modernisation Boards report to the Corporate Modernisation Delivery Board, and are set up to drive the programmes and projects forward and deliver outcomes and benefits. • Programme and Project Boards report to the Directorate Modernisation Boards, these are responsible for planning, set-up and management of programmes and projects.

Component	Summary and Performance Management Approach
6 – People management	- People are our most important asset and resource, and good managers make best use of our people to deliver value to our customers. - Elements of people management include: - Staff survey - Our people data (workforce statistics) - Workforce planning - Organisational development - Management across the council receive regular reports in relation to their staff (e.g. sickness data, completion of Performance Development Plans) to enable them to effectively plan service delivery and identify and resolve skill gaps to enable delivery of the corporate plan. - These are collated and presented to the DMTs and ELT on a quarterly basis to inform directorate wide improvements.
7 – Health & safety management	- Managing health and safety is about looking after our business, people and reputation. - Health and Safety Committee chaired by the Chief Executive are responsible for the development of health and safety policy for the council, monitoring performance on health and safety issues and ensuring that changes to legislation or regulations are implemented effectively.
8 – Safeguarding Quality assurance	Quality assurance includes safeguarding vulnerable people by preventing mistakes and giving confidence that our processes are sound. Monitoring is through safeguarding audits and quality assurance reports that are reviewed quarterly by the relevant service at Service Management Team meetings. Local Safeguarding Children's Broad and Adult's Safeguarding Boards oversee quality assurance in relation to safeguarding.

3.4   This report addresses component 1 – Business planning and management. The diagram below demonstrates the 'Golden Thread' that links the council's purpose, principles and priorities through to customer-facing services, and how external factors influence these.

A pyramid diagram with the following levels from top to bottom:

- **National & Local Priorities** — • Government, Citizens, Elected Members, Partners
- **Brighton & Hove Connected** — • City vision and themes • 4 year review cycle
- **Corporate Plan** — • Purpose, Priorities and Principles • 4 year review cycle
- **Integrated 4 year Service & Financial Planning** — • Annual review cycle
- **Directorate Plans** — • Directorate objectives & actions • Annual review
- **Service Plans** — • Service objectives & actions • Annual review
- **Team Plans (optional)** — • Team objectives & actions • Annual review
- **Performance Development Plans (PDP)** — • Individual actions • 6 monthly review

(Left side labelled "PDP links" with arrows.)

3.6   Key Performance Indicators are developed to evidence delivery of the Corporate Plan. The PDP process is intended to clarify individual staff contribution towards the achievement of the relevant Principles and Priorities within the Corporate Plan.

4.   Corporate Key Performance Indicators

4.1   The list of Corporate KPIs and their targets for 2016/17 were agreed by ELT in June 2016 in consultation with Lead Members. This continues the consistent approach across the organisation in relation to target setting by taking account of comparative information.

4.2   The overall performance achieved at Q2 against target is assigned a rating of Red, Amber or Green depending how far from target performance is.

4.3   Direction of travel for each KPI is also shown in Appendix 1. Each KPI is marked with 'improving', 'declining', or 'no change'. The method for determining each direction of travel is as follows:
   ● Where the indicator was reported last year the assessment is based on if performance has improved or worsened from the last reported period
   ● Trend indicators are shown as increasing or decreasing trend

4.4   Targets were set using the following criteria:
   ● To set the target (Green value), use the latest available benchmarking data e.g. statistical neighbour data, national data or any other comparable Local Authority data.

- Where performance is already better than benchmarking/comparable data, set an improvement target. Setting a target which is below the current performance level would go against the principle of continuous improvement
- Where no benchmarking data is available; if a national or a contractual target is available, that needs to be used. In the absence of this, a sound rationale needs to be explained for developing a target figure
- In exceptional circumstances, where resources are reducing or being reallocated, or there are significant external factors which will impact on performance, a maintenance or reduction target can be set. This needs to be clearly evidenced and agreed by ELT.

4.5   Indicators that are measured annually are not listed in this report.

4.6   The Corporate KPI set is made up of 84 indicators of which 40 are reported annually. Of the remaining 44 indicators, 1 is a trend indicator which does not have a RAG rating applied.

4.7   The chart and table below show the proportion of indicators that were rated as Red, Amber and Green for Q2 2016/17:

Corporate KPIs Q2 2016/17
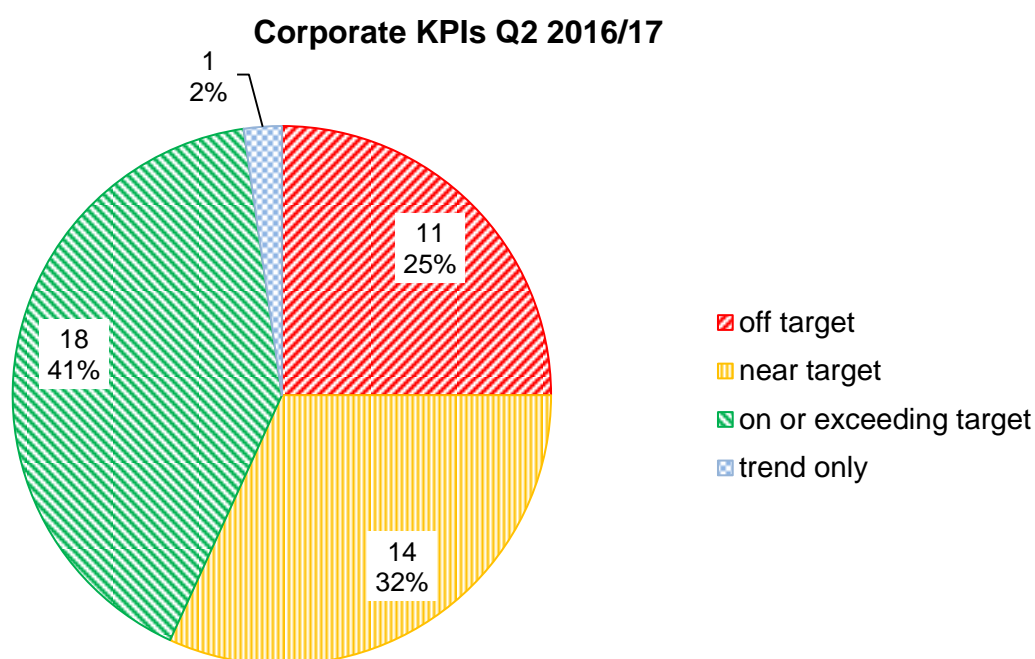
KPIs	Red	Amber	Green	Trend
Economy Environment & Culture	0	4	4	0
Families Children & Learning	3	4	4	0
Finance & Resources	2	1	1	0
Health & Adult Social Care	1	3	4	0
Neighbourhoods Communities & Housing	3	2	3	0
Strategy Governance & Law	2	0	2	1
Total	**11**	**14**	**18**	**1**

4.8   This represents an improvement of performance against target when compared with the same period last year. At Q2 2015/16 the Corporate KPI set were 38%

Green, 21% Amber and 32% Red. The 2015/16 KPI set also included 9% trend indicators.

4.9 Direction of travel of the KPIs as shown in Appendix 1 is as follows: 21 results improving, 6 showing no change, 16 declining, and 1 increasing trend KPI.

4.10 Below are some highlights from directorates where there has been significant improvement and/or good performance against target for 2016/17. These are achieved through the combined effort of staff throughout the organisation and from relevant partner organisations. Appendix 1 provides more information and context; the relevant page number in the Appendix is shown after each indicator

- ✓ Missed refuse collections per 100,000 population (page 3)
- ✓ Minor and Other Planning applications determined within 8 weeks or agreed time limit (page 6, page 7)
- ✓ Eligible two year olds taking up early education places (page 10)
- ✓ Percentage of children placed in foster care that are placed in-house (page 22)
- ✓ Percentage of invoices for commercial goods and services that were paid within 30 days (page 24)
- ✓ Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population (page 28)
- ✓ Delayed transfers of care attributable to social care (page 30)

4.11 Below are some highlights from directorates where performance improvement is required. Appendix 1 provides more information on these including a summary of performance so far, the context for that service and a short summary of proposed actions to improve performance. Effective performance management ensures the right actions are taken at the right time so that the council can achieve its purpose through delivering the principles and priorities

- Missed recycling collections per 100,000 population (page 3)
- Government minimum standard for planning authorities not meeting national targets (page 5)
- Overall absence in maintained & academy primary & secondary schools (page 9)
- Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence so far this year (not including schools) (page 25)
- Under 18 conception rate per 1000 women (page 35)
- Nitrogen Dioxide levels in Brighton and Hove (µg/m3 - micrograms per cubic meter): Lewes Road (page 37)
- Number of Stage 1 complaints received by corporate Customer Feedback Team (page 46)

5   ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

5.1 Through consultation with ELT the Performance Management Framework currently in operation was deemed to be the most suitable model.

6   COMMUNITY ENGAGEMENT & CONSULTATION

6.1 This is an internal performance reporting mechanism and as such no engagement or consultation has been undertaken in this regard.

7 CONCLUSION

7.1 The council must ensure that it uses a robust Performance Management Framework to meet the challenges of delivering services in the financial context that local authorities are now working in.

8 FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

8.1 There are no direct financial implications arising from this report

Finance Officer Consulted: Peter Francis   Date: 31/10/16

Legal Implications:

8.2 There are no legal implications arising from the report

Lawyer Consulted: Elizabeth Culbert   Date: 27/10/16

Equalities Implications:

8.3 An underlying principle of the Corporate Plan is that it focuses on the significant issues for the city, some of which are about tackling the inequality experienced by our residents.

SUPPORTING DOCUMENTATION

Appendix 1: KPI scorecard Apr-Sep 2016/17