

Subject:	Annual progress update against Corporate Key Performance Indicators 2016/17		
Date of Meeting:	13 July 2017		
Report of:	Chief Executive		
Contact Officer:	Name:	Rima Desai	Tel: 29-1268
	Email:	Rima.desai@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 To report year-end 2016/17 performance progress for the period 1st April 2016 to 31st March 2017 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 and 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 successful delivery of the Directorate Plans.

- 3.2 The performance management framework uses agreed targets and objectives to enable managers to measure and review performance, giving a clear indication as to whether the activities undertaken by individuals are contributing to the achievement of organisational goals. 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.

3.3 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:



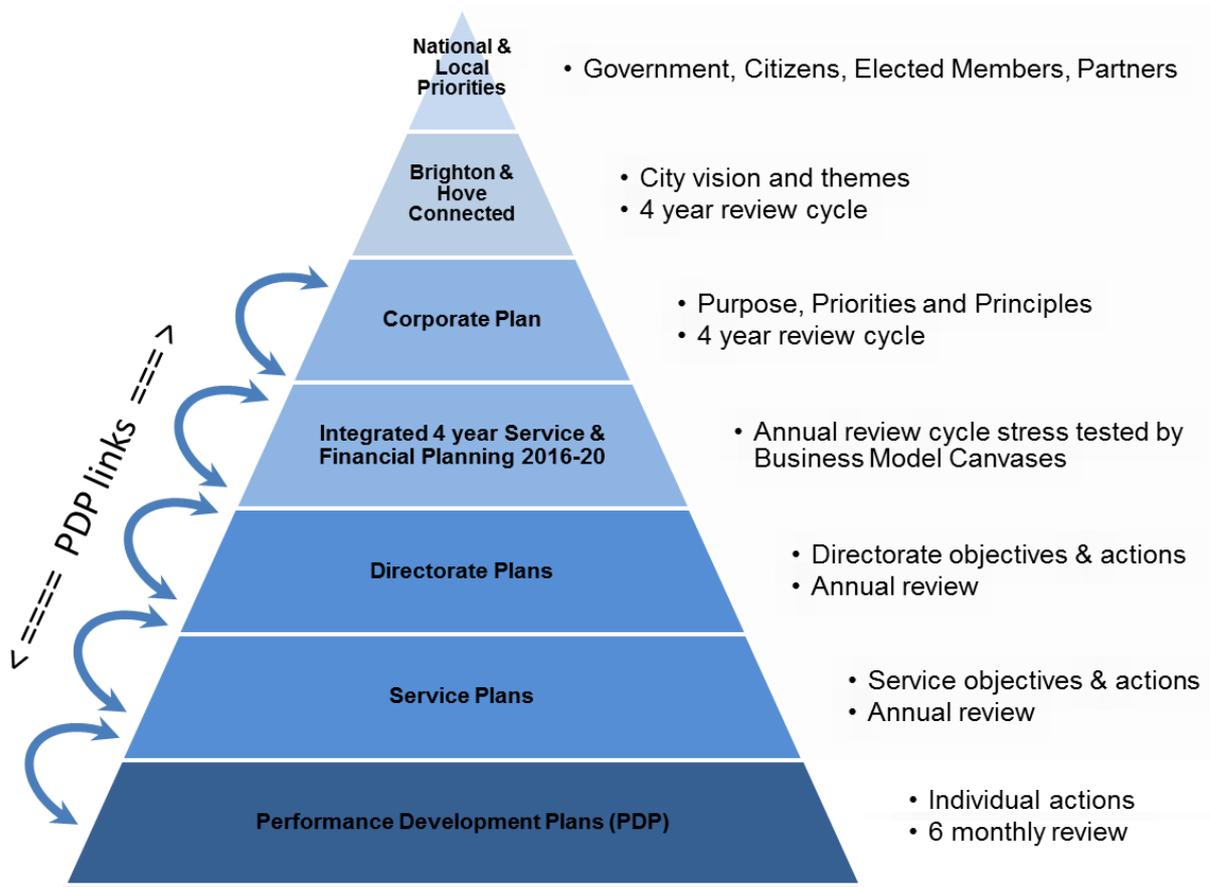
3.4 A summary of all areas of the PMF is provided in the table below:

Component	Summary and Performance Management Approach
Continuous Improvement	<ul style="list-style-type: none"> • Best Value Authorities are under a general Duty of Best Value to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.” <p><i>Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007)</i></p>
1 – Business planning and management	<ul style="list-style-type: none"> • Plans are set at various levels <ul style="list-style-type: none"> ○ the partnership plan “Brighton and Hove connected” ○ the council’s corporate plan ○ directorate plans

Component	Summary and Performance Management Approach
	<ul style="list-style-type: none"> ○ service plans. ● ELT develop and agree a key indicator set mapped to these plans to track performance outcomes and receives quarterly performance update reports. Accountable Directors discuss corrective actions and ELT prioritises options. ● Performance reports are reviewed at P&R twice a year
2 – Risk management	<ul style="list-style-type: none"> ● Through understanding risks, decision-makers will be 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 ● 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.
3 – Financial management	<ul style="list-style-type: none"> ● The efficient and effective management of council funds to accomplish the objectives of the council ● Monthly reviews of actual income and expenditure 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 and more detailed analysis and action planning is undertaken. Progress is reported to ELT monthly
4 – Customer insight	<ul style="list-style-type: none"> ● 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 health report that is reviewed by ELT.
5 – Modernisation, programmes and projects	<ul style="list-style-type: none"> ● Modernisation is Council’s Portfolio of change management programmes/projects which will support delivery of corporate purpose, principles and priorities. This in turn will help evidence achievement of outcomes in relation to Council’s purpose. ● Corporate Modernisation Delivery Board - Sponsoring Group 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, are set up to drive the programmes and projects forward and deliver outcomes and benefits. ● Programme and Project Boards report to the Directorate

Component	Summary and Performance Management Approach
	<p>Modernisation Boards, these are responsible for planning, set-up and management of programmes and projects.</p> <ul style="list-style-type: none"> • All non-modernisation programmes/projects get led by and reported to the Directorate Management Teams (DMTs) and reported to the Executive Leadership Team (ELT) if/when appropriate
6 – People management	<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> ○ Staff survey ○ Our people data (workforce statistics) ○ Workforce planning ○ Organisational development • Management across the council receive regular reports to enable them to effectively plan service delivery and identify and resolve skill gaps to enable delivery of the corporate plan
7 – Health & safety management	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Quality assurance includes safeguarding vulnerable people, by preventing mistakes and giving confidence that our processes are sound. Monitoring can be through safeguarding audits and quality assurance reports 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. • Each directorate is responsible for the development and implementation of appropriate quality assurance monitoring and reporting for their directorate as appropriate.

3.5 This report is concerned with component 1 – Business planning and management. The diagram below demonstrates the ‘Golden Thread’ that links the council’s purpose, principles and priorities through to services delivered at the frontline of the council, and how external factors influence these.



3.5 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.

4.0 Performance Indicator Set

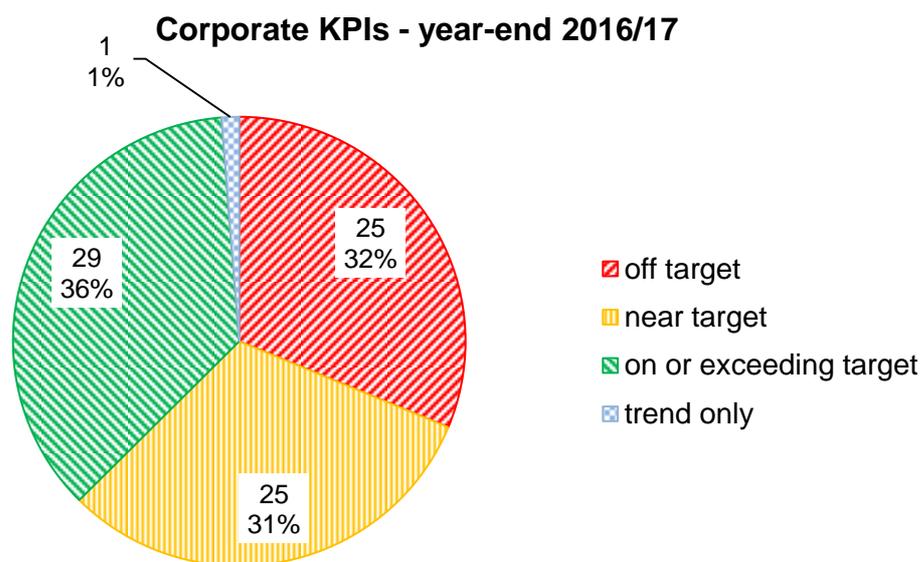
4.1 The list of Corporate KPIs and their targets for 2016-17 were set in June 2016. A consistent approach has been adopted across the organisation in relation to target setting taking account of comparative information.

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

4.3 Targets were set using the following criteria:

- To set the target, use the latest available benchmarking data (e.g. statistical neighbour data, national data or any other comparable data) or any statutory/contractual target, whichever is more challenging. It is important to explain why a particular set of benchmarking have been selected.
- 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 e.g. improvement from the current performance.

- 4.4 A rigorous target setting approach was used to give a clear appraisal of how the council is performing compared to previous years and other local authorities. Because of this approach it was predicted that achieving all the targets by the year end would be challenging.
- 4.5 The Corporate KPI set is made up of 84 indicators of which 33 are annually reported. Of the remaining 51 indicators 1 is a trend indicator.
- 4.6 The chart below shows the proportion of indicators that were rated as Red, Amber and Green for year-end 2016/17. Overall the results show **68%** of the indicators meeting or being within the agreed tolerance level (shown as green or amber below) at year end. In 2015/16 78% of that year's Corporate KPI set met this level; it is not possible to make a direct comparison however as the previous indicator set included different measures and was nearly 20% larger.



KPI table of RAG ratings by 2016/17 Directorate

KPIs	Off target	Near target	On target	Trend
Economy Environment & Culture	3	7	10	0
Families Children & Learning	8	4	8	0
Finance & Resources	5	3	3	0
Health & Adult Social Care	3	1	4	0
Neighbourhoods Communities & Housing	4	7	3	0
Strategy Governance & Law	2	3	1	1
Total	25	25	29	1

- 4.7 Three 2016/17 Corporate KPIs that are off target (red) and six that are near target (amber) aimed for a better level of performance than our comparators, to maintain or improve on previous performance. The KPIs are as follows:
- % of the working age population claiming key out of work benefits (red)
 - Growth in the number of businesses (red)

- % of people with a learning disability in employment (amber)
- Staff who declare that they have a disability as a % of the total workforce who declare whether they have a disability (amber)
- Permanent admissions of younger adults (18-64) to residential and nursing care homes per 100,000 population (red)
- The number of households where homelessness was prevented due to casework by the council and funded partners (amber)
- Residents that definitely or tend to agree that your local area is a place where people from different backgrounds get on well together? (amber)
- Residents that very strongly or fairly strongly feel they belong to their immediate neighbourhood (amber)
- Residents feeling safe in the daytime in local areas (amber)

4.8 Final results for four KPIs are not available for this report. The following have lagged or delayed data:

- % of bus services running on time
- Number of drug related deaths (final data in September 2017)
- The number of alcohol-related hospital admissions per 100,000 population

Results for these indicators will be reported to PR&G Committee during 2017-18.

Another KPI which came from a Staff Survey question will not be available:

- % of employees responding that they have experienced discrimination or harassment or bullying in the last 12 months

The survey did not take place in 2016/17 and the council has changed the question in the 2017 Staff Survey to: 'I believe the organisation takes the issues of bullying, harassment and discrimination seriously'.

4.9 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 all 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
- ✓ % of schools that are judged good or outstanding by Ofsted
- ✓ % of re-referrals to Children's Social Care Multi-Agency Safeguarding Hub and (MASH) Assessment Centre
- ✓ Combined figure for the % of young people aged 16 – 17 who are Not in Education, Employment or Training (NEET) and the % of those whose NEET status is not known
- ✓ % of all invoices for commercial goods and services that were paid for within 30 days
- ✓ Permanent admissions of older adults (65+) to residential and nursing care homes
- ✓ Number of households where homelessness was prevented due to casework by the council and partner agencies
- ✓ Housing Tenants: Rent collected as % of rent due

4.10 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.

- The average attainment 8 score of disadvantaged pupils

- Number of families identified as part of the Stronger Families Stronger Communities programme who are 'turned around' (Phase 2)
- Sickness absence
- Delayed transfers of care attributable to social care
- Growth in the number of businesses
- Households that experience fuel poverty
- Residents very or fairly satisfied with Brighton & Hove City Council

4.11 Direction of travel for each KPI is included 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 2015/16 – 2016/17
- Where the indicator is new in 2016/17 comparison is made from Q2-Q4 2016/17 if possible
- Where neither of these are possible it is noted as 'new in 2016/17'

5. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

5.1 Through consultation with Leadership Board 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: 12/06/17

Legal Implications:

8.2 There are no legal implications arising from the report.

Lawyer Consulted: Victoria Simpson

Date: 19/06/17

Equalities Implications:

- 8.3 The Corporate KPI set is developed to evidence the achievement of the Corporate Plan. One of the principles of the Corporate Plan is Reducing Inequality.

SUPPORTING DOCUMENTATION

Appendices:

1. Detailed KPI report for 2016-17

Documents in Members' Rooms

1. None

Background Documents

1. None

