

<b>Subject:</b>	<b>Annual progress update against Corporate Key Performance Indicators 2015/16</b>		
<b>Date of Meeting:</b>	<b>14 July 2016</b>		
<b>Report of:</b>	<b>Chief Executive</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Rima Desai</b>	<b>Tel: 29-1268</b>
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<b>Ward(s) affected:</b>	<b>All</b>		

**FOR GENERAL RELEASE**

**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 To report year-end 2015/16 performance progress for the period 1st April 2015 to 31<sup>st</sup> March 2016 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 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:



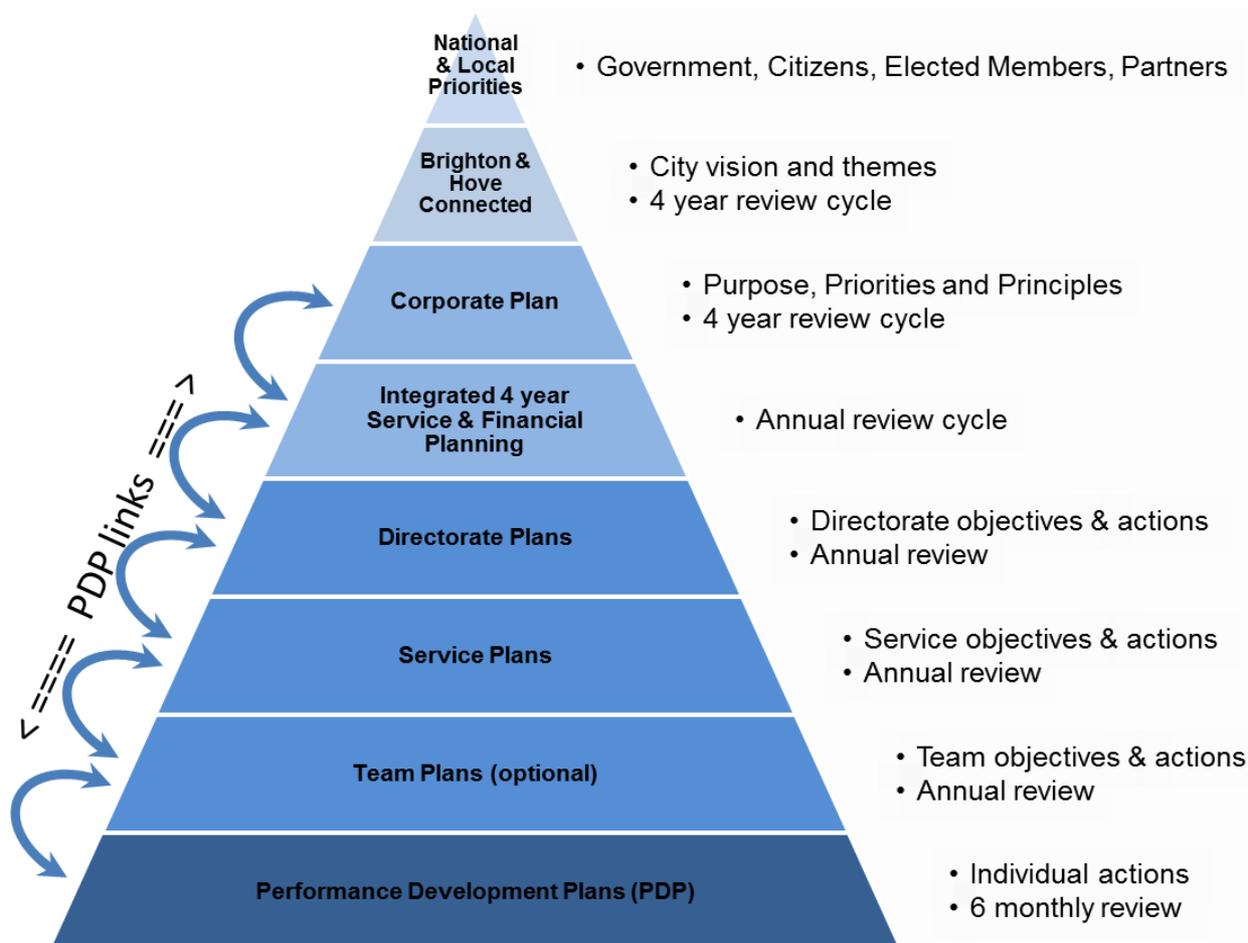
3.3 A summary of the 8 areas of the PMF is provided in the table below:

Component	Summary and Performance Management Approach
1 – Business planning and management	<ul style="list-style-type: none"> <li>• Plans are set at various levels               <ul style="list-style-type: none"> <li>○ the partnership plan “Brighton and Hove connected”</li> <li>○ the council’s corporate plan</li> <li>○ directorate plans</li> <li>○ service plans.</li> </ul> </li> <li>• 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.</li> <li>• Performance reports are reviewed at P&amp;R twice a year</li> </ul>
2 – Risk management	<ul style="list-style-type: none"> <li>• Through understanding risks, decision-makers will be better able to take actions to manage those risks and implement mitigating actions</li> <li>• Strategic Risks are reviewed 6 monthly at ELT and reported to the Audit and Standards Committee throughout the year</li> <li>• Citywide Risks are reviewed annually and managed by the relevant partnerships and feed into the Strategic Risk processes</li> </ul>

Component	Summary and Performance Management Approach
	<p>for council led risks</p> <ul style="list-style-type: none"> <li>• Progress monitoring and reporting is managed through links to the directorate risk registers at DMT.</li> </ul>
3 – Financial management	<ul style="list-style-type: none"> <li>• The efficient and effective management of council funds to accomplish the objectives of the council</li> <li>• 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.</li> <li>• Corporate Critical budgets are identified and more detailed analysis and action planning is undertaken. Progress is reported to ELT monthly</li> </ul>
4 – Customer insight	<ul style="list-style-type: none"> <li>• Understanding how our customers and citizens see our services gives us useful information on ways we can improve our performance to deliver value.</li> <li>• 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.</li> </ul>
5 – Modernisation, programmes and projects	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Programme and Project Boards report to the Directorate Modernisation Boards, these are responsible for planning, set-up and management of programmes and projects.</li> <li>• 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</li> </ul>

Component	Summary and Performance Management Approach
6 – People management	<ul style="list-style-type: none"> <li>• People are our most important asset and resource, and good managers make best use of our people to deliver value to our customers</li> <li>• Elements of people management include               <ul style="list-style-type: none"> <li>○ Staff survey</li> <li>○ Our people data (workforce statistics)</li> <li>○ Workforce planning</li> <li>○ Organisational development</li> </ul> </li> <li>• 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</li> </ul>
7 – Health & safety management	<ul style="list-style-type: none"> <li>• Managing health and safety is about looking after our business, people and reputation</li> <li>• 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.</li> </ul>
8 – Quality assurance	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Each directorate is responsible for the development and implementation of appropriate quality assurance monitoring and reporting for their directorate as appropriate.</li> </ul>

3.4 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.



3.6 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.

#### 4.0 Performance Indicator Set

4.1 The list of Corporate KPIs and their targets for 2015-16 were set in February/March 2015. 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:

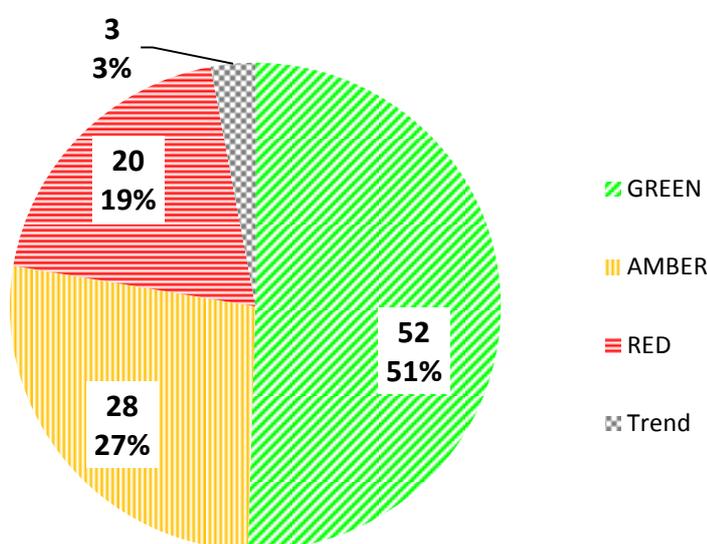
- To set the target, use the latest available benchmarking data (e.g. statistical neighbour data, national data or any other comparable data) or any statutory/contractual target, whichever is more challenging. It is important to explain why a particular set of benchmarking have been selected.

- 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 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 103 indicators of which 59 are annually reported. Of the remaining 47 indicators 3 are trend indicators.

4.6 The chart below shows the proportion of indicators that were rated as Red, Amber and Green for year-end 2015/16. Overall the results show **78%** of the indicators meeting or being within the agreed tolerance level (shown as green or amber below) at year end.



KPI table of RAG ratings by 2015/16 Directorate

Directorate	Red	Amber	Green	Trend
Children's services	4	6	9	
Adult services	4	1	6	1
Public Health	1	8	7	
Environment Development & Housing	5	7	16	
Finance & Resources	6	4	11	1
Assistant Chief Executive	0	2	3	
Legal & Democratic Services	0	0	0	1
<b>TOTAL</b>	<b>20</b>	<b>28</b>	<b>52</b>	<b>3</b>

4.7 Below are some highlights from directorates where there has been significant improvement and/or good performance against target for 2015/16. 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.

- ✓ All pupils: 5 or more A\*-C GCSE including English and Maths (page 5)
- ✓ Percentage of re-referrals to Children's Social Care Multi-Agency Safeguarding Hub and Assessment Centre (MASH) (page 11)
- ✓ % of carers services provided, where the cared-for person is not in receipt of social care support (page 17)
- ✓ Nitrogen Dioxide levels in Brighton and Hove (Lewes Road and Rottingdean) (page 29 & 34)
- ✓ Residents feeling safe after dark in local areas (page 31)
- ✓ The percentage of people satisfied or very satisfied with the city's parks and open spaces (page 38)
- ✓ Housing Tenants: Rent collected as proportion of rent due (page 49)
- ✓ Formal Complaints per 10,000 population (page 52)

4.8 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

- Free School Meals Pupils: 5+ A\* - C grades in GCSEs including English & Maths (page 6)
- Children who were the subject of a child protection plan per 10,000 (page 12)
- Delayed transfers of Care attributable to social care (page 19)
- Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population (page 18)
- Nitrogen Dioxide levels in Brighton and Hove (North Street) (page 30)
- Kilograms of residual waste per household (3 month lag) (page 35)
- The percentage of household waste sent for reuse, recycling and composting (page 36)
- Number of affordable homes delivered by all providers across the city per year - projection of new build and conversions for the year end (page 47)
- Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence so far this year (not including schools) (page 51)

4.9 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 2014/15 – 2015/16
- Where the indicator is new in 2015/16 comparison is made from Q2-Q4 2015/16 if possible

- Where neither of these are possible it is noted as 'new in 2015/16'
- Trend indicators are shown as increasing or decreasing trend

## **6. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS**

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

## **7. COMMUNITY ENGAGEMENT & CONSULTATION**

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

## **8. CONCLUSION**

- 8.1 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.

## **9. FINANCIAL & OTHER IMPLICATIONS:**

### Financial Implications:

- 9.1 There are no direct financial implications arising from this report

*Finance Officer Consulted: Peter Francis*

*Date: 08/06/16*

### Legal Implications:

- 9.2 There are no legal implications arising from the report

*Lawyer Consulted: Elizabeth Culbert*

*Date: 07/06/16*

### Equalities Implications:

- 9.3 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**

### **Appendices:**

1. Detailed KPI report for 2015-16

