POLICY & RESOURCES COMMITTEE	Agenda Item 89
	Brighton & Hove City Council

Subject:	**Performance Update Report Q2 2015/16**
Date of Meeting:	**3 December 2015**
Report of:	**Interim Executive Director for Finance and Resources**
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Ward(s) affected:	**All**

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 To report Q2 2015/16 performance progress for the period 1st April 2015 to 30th September 2015 in relation to Corporate 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 this is the first report of the 2015-19 Corporate Plan. Progress towards the 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 (PMF) for 2015/16 is now operating. There are eight component parts of the Performance Management Framework (PMF).

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 - the partnership plan "Brighton and Hove connected" - the council's corporate plan - directorate plans - 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	- 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

Component	Summary and Performance Management Approach
	the directorate risk registers at DMT.
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 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	• 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	• 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 Modernisation Boards, these are responsible for planning, set-up and management of programmes and projects. • 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

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 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	• 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 – Quality assurance	• 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.

3.4   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.

National & Local Priorities	
Government, Citizens, Elected Members, Partners	

Brighton and Hove Connected	
City vision and themes	4 year review cycle

Corporate Plan	
Purpose, Priorities and Principles	4 year review cycle

Directorate Plans	
Directorate objectives and actions	Annual review

Service Plans	
Service objectives and actions	Annual review

Team Plans	
Team objectives and actions	Annual review

| Performance Development Plans (PDP)	
Individual actions	6 monthly review

PDP Links

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. This year 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 at Q2 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:
    :
    o   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.
    o   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
    o   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

4.4   Indicators that are annually measured are not listed.

4.5   The Corporate KPI set is made up of 106 indicators of which 59 are annually reported. Of the remaining 47 indicators 4 are trend indicators (these are shown in the chart

below as grey and black slices) the distribution of the remainder are shown in the chart below.

4.6 The chart below shows the proportion of indicators that were rated as Red, Amber and Green for Q2 2015/16. Overall the results show 59% of the indicators meeting or being within the agreed tolerance level (shown as green or amber below) at this point in the year. Persistent efforts will be necessary to improve upon this position by year end.
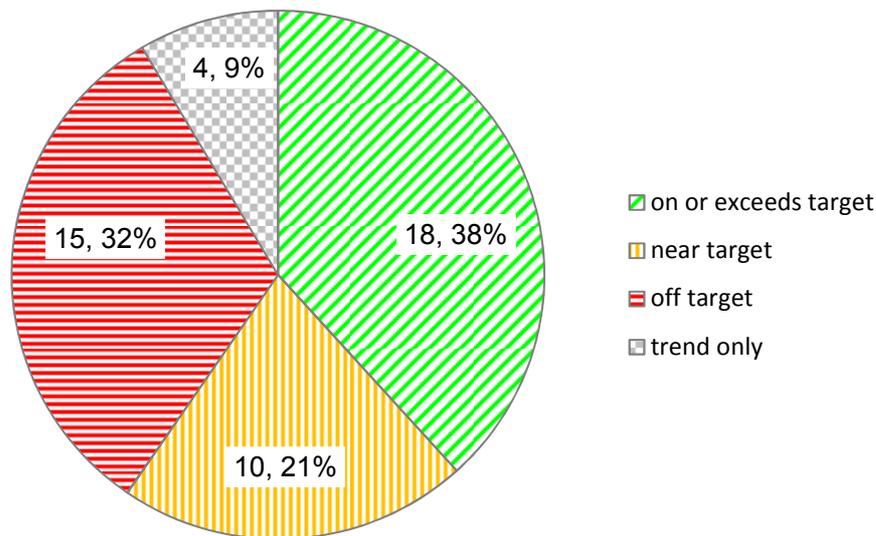
KPI table of RAG ratings by Directorate

Q2-2015	Red	Amber	Green	Not Available	Monitoring
Children's services	3	2	5	-	-
Adult services	6	-	1	-	1
Public Health	1	5	4	-	-
EDH	5	2	4	-	2
F&R	-	1	4	-	-
ACE	-	-	-	-	-
LDS	-	-	-	-	1

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.

Number of children who are looked after

Percentage of children who have received a 2-2.5 year health visiting review

% of carers services provided, where the cared-for person is not in receipt of social care support

Prevalence of breast-feeding at 6-8 weeks from birth

The number of alcohol-related hospital admissions per 100,000 population

The percentage of municipal waste landfilled

Formal Complaints per 10,000 population

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

- Children who were the subject of a child protection plan per 10,000
- Stronger Families Stronger Communities [SFSC] families 'turned around' (Phase 2)
- Delayed transfers of Care attributable to social care
- Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population
- Missed recycling collections per 100,000 population
- Nitrogen Dioxide levels in Brighton and Hove (North Street)Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence so far this year (not including schools)

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: 3/11/15*

Legal Implications:

9.2 There are no legal implications arising from the report

Lawyer Consulted: Elizabeth Culbert   *Date: 5/11/15*

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 Quarter 2 KPI report for 2015-16