

Report Title:	Council Performance Management Framework Quarter 4
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Dudley, Leader of the Council and Chairman of Cabinet. Councillor McWilliams, Deputy Lead Member for Policy and Affordable Housing
Meeting and Date:	Cabinet - 25 May 2017
Responsible Officer(s):	Alison Alexander, Managing Director
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

- 1 At the end of 2016/17 the council is reporting performance against its four strategic priorities; Residents First, Value for Money, Delivering Together and Equipping ourselves for the Future all of which are currently on target.
- 2 12 of the council's 14 outcomes are on target overall, see 2.2 Table 1 and full detail in Appendix A.
- 3 Overall performance against the Council's key performance indicators has further improved since the last quarter with 74% of measures now on target. An infographic overview of key indicators is provided at Appendix B.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Notes the progress towards meeting the council's strategic priorities and objectives**
- ii) **Requests the Managing Director and Executive Directors in conjunction with Lead Members to revise and progress improvement actions for indicators that are off target**

2 REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Quarter 4 2016/17 summary of performance

- 2.1 The Council's current corporate strategy sets out its four strategic priorities and 14 priority outcomes. The council's performance management framework (PMF) has 68 key performance indicators (KPIs) to measure its progress in achieving those outcomes. 7 measures are repeated, some more than once, in the framework as they contribute towards achieving more than one desired outcome. Table 1 shows the council's performance at the end of Q4 2016/17.

Table 1: Achievement of 14 priority outcomes against four strategic priorities

Strategic Priority	Outcomes				Total
	On Target	Just Short	Off Target	N/A*	
Residents First	3	1	0	0	4
Value for Money	4	0	0	0	4
Delivering Together	3	0	0	0	3
Equipping Ourselves for the Future	2	1	0	0	3
Q4 Total	12	2	0	0	14
Q3 Total	11	2	1	0	14
Q2 Total	9	1	3	1	14

* Data for some KPIs (including baselines and targets) is unavailable in some cases

- 2.2 All four strategic priorities are on target; Residents First has one of its four outcomes just short of target, and Equipping Ourselves for the Future has one of its three outcomes just short of target. 12 of the 14 outcomes are on target
- 2.3 Table 2 breaks this down further by demonstrating the performance of the KPIs within each of the strategic priority areas.

Table 2: KPI performance against four Strategic Priorities

Strategic Priority	Objectives				Total
	On Target	Just Short	Off Target	N/A*	
Residents First	31	7	3	0	41
Value for Money	13	3	1	0	17
Delivering Together	9	3	1	0	13
Equipping Ourselves for the Future	8	1	1	1	11
Q4 Total	61 (74%)	14 (17%)	6 (7%)	1 (1%)	82
Q3 Total	57 (67%)	11 (13%)	10 (12%)	7 (8%)	85
Q2 Total	46 (54%)	12 (14%)	15 (18%)	12 (14%)	85

- 2.4 Table 2 highlights that 74% of the KPIs are on target, a considerable improvement on performance from Q2 and Q3. Where KPIs are just short, in some instances this is by less than just 1% of the target e.g. OCS57, OCS59 and CCS28.

- 2.5 Tables 3 and 4 summarise performance by Directorate and by Lead Member portfolio. Table 3 highlights progress between Quarter 2 and Quarter 4 with half as many measures reporting as off target at year end. Performance Improvement plans are in place, see points 9.1 and 11.1, and further work is ongoing to proactively manage performance.

Table 3: Performance of KPIs by Directorate

Directorate	On Target	Just Short	Off Target	Data not yet available*	Total
Adults, Children's and Health Services	21 (72%)	3 (10%)	4 (14%)	1 (4%)	29
Corporate & Community Services	11 (73%)	4 (27%)	0 (0%)	0 (0%)	15
Operations & Customer Services	17 (71%)	6 (25%)	1 (4%)	0 (0%)	24
Total for Q4	49 (72%)	13 (19%)	5 (7%)	1 (2%)	68
Total for Q3	45 (68%)	11 (17%)	10 (15%)	6	72
Total for Q2	31 (54%)	14 (25%)	12 (12%)	12	69

Table 4: Performance of KPIs by Lead Member / Principal Member

Lead Member / Principal Member	KPIs				Total
	On Target	Just Short	Off Target	Data not yet available*	
Cllr N Airey	12	0	3	0	15
Cllr Bicknell	3	1	0	0	4
Cllr Carroll	1	3	1	0	5
Cllr Coppinger	2	0	0	0	2
Cllr Cox	3	1	0	0	4
Cllr Dudley	3	0	0	0	3
Cllr Hill	6	4	1	0	11
Cllr Rankin	3	0	0	0	3
Cllr S Rayner	6	1	0	0	7
Cllr Saunders	2	0	0	0	2
Cllr Targowska	6	0	0	1	7
Cllr D Wilson	2	3	0	0	5
Q4 Total	49	13	5	1	68

Qualitative analysis of Q4 performance by Strategic Priority / Outcomes (Table 1):

RESIDENTS FIRST

- 2.6 There are four outcomes contributing to our priority to put Residents First, these are:
- To ensure every child and young person in the borough is safe and has the opportunity to have an excellent academic and vocational education.

- To maintain excellent parks, libraries, sports and leisure facilities ensuring residents have the opportunity to be healthy.
- To continue investing in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough.
- To ensure our residents are safe and supported by a skilled workforce.

2.7 Of these four outcomes, three are on target and one is just short. Just falling short is maintaining excellent parks and leisure facilities to encourage healthy living (still off target since Q3)..

ON TARGET: Ensuring every child and young person in the borough is safe and has the opportunity to have an excellent academic and vocational education (p1 – 2 Appendix A)

2.8 There are 14 KPIs for this outcome, 12 are on target and two are off target. This is an improvement on Q3 when only nine were on target. The two indicators off target are ACH12a and ACH12b relating to attainment for disadvantaged pupils. These are annual measures so will remain off target until the data for the next academic year is released. Considerable focus was given to this priority area in the Cabinet report on Standards and Quality in Education in March 2017. Action plans to address attainment of Pupil Premium Children were approved and can be viewed here: http://rbwm.moderngov.co.uk/documents/s12910/meetings_170323_cab_education_full.pdf

2.9 Significant improvement can be seen in measure ACH4 on the % of children in care with personal education plans; all young people who have been in care for more than two months have an up to date Personal Education Plan which is updated termly. There are two young people who came into care at the beginning of March and meetings are scheduled to complete their plans at the beginning of the summer term. Also of note is progress in measure ACH10 % of care leavers in education, employment or training. This indicator measures the number of young people who have left care and who are in education, employment or training at the time of their 19th birthday. As at 31 March 2017, of the cohort of 46 who are economically active, 11 young people were shown as being not in education, employment or training. Two are not in training or working because of being teenage parents. Of the remaining nine, one young person is currently in prison and the remaining eight are actively seeking work and accessing support from their Personal Advisor to do so.

JUST SHORT: Maintain excellent parks, libraries, sports and leisure facilities ensuring residents have the opportunity to be healthy (p3 Appendix A)

2.10 Of the nine indicators for this outcome, five are on target, three are just short and one is off target. However, some of the public health measures ACH18, ACH19 and ACH21 (which are just short / off target) do not have full quarter 4 data provided yet due to public health reporting deadlines.

2.11 ACH19 (Residents quitting smoking from the target cohorts) was off target in Q3 so an improvement plan is already in place and further commentary on this can be viewed in Appendix A.

2.12 A decision was taken by Cabinet to set up a task and finish group, through the Adult Services and Health Overview and Scrutiny Panel, to review local need, better understand issues affecting the service and develop a targeted timely action plan.

- 2.13 The task and finish group was held on 16th March 2017. The group received a Smoking Cessation Service Review discussion document and was satisfied with the proposed plans to address performance and residents needs.
- 2.14 Despite this outcome being amber collectively, significant over-performance in measures CCS14 Attendances at leisure centres, OCS13 % Residents' satisfaction with parks, OCS15 visits to libraries and OCS16 visits to museums indicates an overall encouraging indication of resident satisfaction with this outcome.

ON TARGET: Continue investing in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough (p4 Appendix A)

- 2.15 This remains on target as six of the 10 KPIs are on target. Four are just short with a number of the planning performance measures slightly off target. .
- 2.16 CCS28 number of minor planning applications processed on time is short of target by 0.64%. CCS31 % of planning appeals lost is off target by 1.13%, though performance has improved since the last quarter.
- 2.17 OCS24 Reduction in flytipping in the borough is only 1.75% short of target. Further details on this are on p5 of Appendix A and an action plan is being developed for 2017/18 despite the measure only just under performing against target.
- 2.18 Highlights of good performance are OCS23 Residents' satisfaction with the quality of the roads and benchmarking performance endorsing this result showing that we are 15th in the country and 3rd in the south east. Additionally, footfall in the town centres (CCS25) exceeding its target demonstrates increasing confidence and satisfaction in the borough's towns.

ON TARGET: Ensure our residents are safe and supported by a skilled workforce (p5 Appendix A)

- 2.19 Of the eight KPIs for this outcome, all are on target. Highlights here are OCS35 Number of homelessness preventions through council advice and activity. Overall homelessness prevention this year increased to 17.2% in comparison to 12% in 14/15 and 15% in 15/16. Over the year there has been an increase in the number of people seeking housing advice and assistance.

VALUE FOR MONEY

- 2.20 The Value for Money strategic priority has four objectives from the corporate strategy from which its performance has been assessed. These are:
- To keep Council Tax low and reduce our high cost placements in social care.
 - To deliver improved customer services and outcomes for residents through the use of existing and emerging technology.
 - To intelligently use the borough's assets to increase income and maximise our ability to collect Business Rates as well as to seek greater external investment in the borough through a variety of means such as Joint Ventures, the Local Enterprise Partnership and other sources.
 - To develop innovative services that will help to meet future challenges and demand and to launch a home ownership plan through shared equity and other models, where the resident has a stake in their property.
- 2.21 All of these four outcomes are on target and have remained so since Q3.

ON TARGET: Keeping Council Tax low and reduce our high cost placements in social care (p7 Appendix A)

- 2.22 Of the nine KPIs to determine performance of this measure, six are on target, two are just short and one off target. The off target measure ACH48 % occupancy rate for in house foster carers as part of the council's efforts to reduce dependency on more costly independent agency placements. Whilst ACH48 is off target, only four placements out of 48 were unfilled due to the council not being able to match the carers with children in their approved age range. Additionally, ACH49 Number of Independent Fostering Agency Placements is significantly lower than last year's actual (40) and than target (40) at 28 indicating that despite ACH48 being off target, it has not significantly impacted on the desired outcome.
- 2.23 OCS43 % of household waste sent for reuse or recycling has finished Q4 slightly below the 50% target at 48.11%. Despite being off target, this is still an increase of 0.41% on last year. Options to improve on this are focusing on improvements to the running and take up of the council's new textile recycling service. CCS42 Council unit cost compared to other unitary councils is an annual measure and will be updated to reflect the council's approved budget for Q1 17/18.

ON TARGET: Deliver improved customer services and outcomes for residents through the use of existing and emerging technology (p9 Appendix A)

- 2.24 Of the four indicators used to determine performance of this outcome, all are on target. In Q4 particularly good performance to demonstrate progress in improving customer services by using technology is in the increase of residents signed up to the council's online self service system 'My Account' (OCS52) which is 16% above target for the year.

ON TARGET: Intelligent use of the borough's assets to increase income and to maximise our ability to collect Business Rates as well as to seek greater external investment in the borough through a variety of means such as Joint Ventures, the Local Enterprise Partnership and other sources (p9 Appendix A)

- 2.25 Of the three KPIs for this outcome, two are on target and one just short, OCS57 Collection rate for business rates. As highlighted in 2.4, this measure is only 0.09% short of target and is 0.31% higher than the rate achieved in 2015/16. It is therefore reasonable to conclude that the council's overall performance in this area remains strong.

ON TARGET: Develop innovative services that will help to meet future challenges and demand and to launch a home ownership plan through shared equity and other models, where the resident has a stake in their property (p10 Appendix A)

- 2.26 There is only one indicator for this outcome given its specific nature. It remains on target since Q3. Focus on this key area remains high within the council. For instance, the announcement of the Joint Venture partnership included plans for a six week priority period for residents with a local connection on properties in the opportunity area sites. Further work on the 2017/18 PMF may seek to refine how the council measures performance in this area; including bringing 10 empty homes back into use as affordable housing supply as set out in the Empty Homes Strategy (25 May 2017, Cabinet).

DELIVERING TOGETHER

2.27 There are three outcomes for this strategic priority. These are:

- To bring customer services close to the resident by make greater use of community facilities such as libraries and to use technology to enhance our existing out-of-hours access to council services.
- To improve service delivery by implementing, and benchmarking against, best practice learned internally, nationally and internationally as well as exploring ways of delivering services differently to improve outcomes for residents.
- To work with all our partners in the private, public and voluntary sector to deliver the best outcomes for residents and to localise decision making by devolving powers to organisations and individuals.

2.28 All three outcomes are on target.

ON TARGET: Bring customer services closer to the resident by making greater use of community facilities such as libraries and to use technology to enhance our existing out-of-hours access to council services (p12 Appendix A)

2.29 This outcome was just short of target in Q2, back on target for Q3 and remains so in Q4. Of the eight KPIs to measure performance of the outcome, five are on target, two just short and only one off target.

2.30 OCS60 % of complaints upheld remains the only off target indicator, and an improvement plan is in place, see 11.1. The Corporate Overview and Scrutiny Committee will be considering an analysis of complaints in 2016-17 and further information about this is on p11 in Appendix A. Additionally, this measure and target are being reviewed for Q1 17/18. Measure OCS59 Reduction in avoidable contact with the council was only just short of its target by 0.67%.

2.31 In considering the council's success in bringing services closer to the resident through use of community facilities such as libraries, excellent performance in OCS61 highlights the number of additional services now available. These include Advantage Cards, bus passes, green waste bags, council tax, housing options surgery, reporting streetcare issues, reporting waste and recycling issues, parking queries and job vacancies. Also of note is performance of OCS64 where take up of out of hours services for the year was at 90,465 against a target of 80,000.

ON TARGET: Improve service delivery by implementing and benchmarking against, best practice learned internally, nationally and internationally as well as exploring ways of delivering services differently to improve outcomes for residents (p13 Appendix A)

2.32 There are three indicators for this outcome, all are on target. CCS50 overall resident satisfaction with the council has a strong out turn for the end of the year at 72.8%, 11.8% higher than last year's annual survey result.

ON TARGET: Work with all our partners in the private, public and voluntary sector to deliver the best outcomes for residents and to localise decision making by devolving powers to organisations and individuals (p13 Appendix A)

2.33 There is only one of the three indicators for the outcome that is not quite meeting its target. CCS65 Number of volunteers supporting council services has fallen just short of target due to a policy change regarding school governors. Despite this, the year end position is on 1.94% short of target and demonstrates an improved position on last year's performance.

EQUIPPING OURSELVES FOR THE FUTURE

2.34 There are three strategic objectives for this priority. These are:

- To invest in learning and development for our staff and ensure our workforce is multi-skilled.
- To progress the digitalisation of the council's systems to further develop the ambitions for a 24/7 council as well as promote joined-up working across the council to help engender a "tell us once" ethos, improving outcomes for residents.
- To better use digital and mobile technology and deliver against the council's Transformation Programme.

2.35 Two of these are on target, though the outcome of progressing the digitalisation of the council's systems to further develop ambitions for a 24/7 council is just short.

ON TARGET: Investing in learning and development for our staff and ensure our workforce is multi-skilled (p14 Appendix A)

2.36 This has moved from off target to on target in the final quarter of 2016/17. Of the four measures, three are on target. ACH68 and ACH68b on staff turnover and voluntary staff turnover reflect good performance despite the significant change the organisation has been going through in the last year. ACH67 on staff satisfaction has had a baseline set and whilst data is not available for 2016/17, a temperature check will be conducted in the first quarter of 2017/18 followed by a full staff survey in Q3.

JUST SHORT: Progressing the digitalisation of the council's systems to further develop ambitions for a 24/7 council and promote joined-up working to help engender a "tell us once" ethos (p14 Appendix A)

2.37 This outcome has slipped in the final quarter to being just short of target from on target due to a decline in performance of measure OCS59 Reduction in avoidable contact with the council. This measure appears more than once in the framework as an indication of its contribution to a variety of customer service related outcomes. As in 2.29, this measure is only 0.67% off target therefore despite this slight decline the council moves into 2017/18 in a good place to continue its efforts to deliver against its ambition.

ON TARGET: Better use digital and mobile technology and deliver against the council's Transformation Programme (p16 Appendix A)

2.38 This outcome remains on target at the end of the financial year with each of the three KPIs seeing a good final out turn. ACH47 Number of people receiving Telecare continues to demonstrate strong performance.

KPIs that have improved since Quarter 3

2.39 A number of KPIs have improved between Q3 and Q4 as set out in Table 5:

Table 5: KPIs that have improved performance since last quarter

Ref	Lead Member	KPI	Q3 2016/17 status	Q4 2016/17 status	Comment
ACH4	Cllr N Airey	% of children in care with personal education plans	Off Target	On Target	All young people in care for more than two months have an up to date Personal

Ref	Lead Member	KPI	Q3 2016/17 status	Q4 2016/17 status	Comment
					Education Plan.
ACH7	Cllr N Airey	Timeliness of completing new Education, Health and Care Plans	Just Short	On Target	The service has consistently prioritised the completion of new assessments within statutory timescales.
ACH10	Cllr N Airey	% of Care Leavers in education, employment or training	Off Target	On Target	As at 31 March 2017, of the cohort of 46 who are economically active, 11 young people were shown as being not in education, employment or training. Two are not in training or working because of being teenage parents. Of the remaining nine, one young person is currently in prison and the remaining eight are actively seeking work and accessing support from their Personal Advisor to do so.
OCS37	Cllr Cox	Reduction in non-compliant food premises – priority based inspections focusing on premises with a one or zero rating out of five	Just Short	On Target	All 28 premises have now been inspected and 6 have remained as a 0 or a 1 following a food hygiene inspection. Those 6 premises are now following an

Ref	Lead Member	KPI	Q3 2016/17 status	Q4 2016/17 status	Comment
					intensive support programme to improve hygiene standards. Formal action will be taken if improvement not realised. Rescores following intervention will be undertaken this quarter.
ACH68	Cllr Targowska	Level of staff turnover - % of staff turnover	Just Short	On Target	The council constantly undertakes detailed analysis of exit data and is implementing a range of measures to support a reduction in staff turnover including extensive learning and development programme.

KPIs that have declined

2.40 There are no new indicators to report in this quarter that have declined for two quarters which are not already subject to improvement plans or to update from Table 6 in the Quarter 3 Performance Management Framework Cabinet Report. ACH48 is the only indicator off target that is not currently subject to an improvement plan, see 9.1 for actions to be taken this quarter to address this.

Table 6: Options

Option	Comments
Endorse the continued evolution of the new performance management framework focused on continual improvement towards the council's strategic priorities. The recommended option.	The council's revised Performance Management Framework provides residents and the council with more timely, accurate and relevant information to secure continuous improvement in delivering quality, efficient, user-focused services for residents.

Option	Comments
Continue with the old approach of performance management reporting. Not the recommended option.	This approach does not secure sufficient focus on how performance measures are assisting the council to achieve its strategic priorities which could result in lesser focus on service improvement and reduced transparency, accountability and clarity for residents.

3 KEY IMPLICATIONS

Table 7: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver its strategic priorities	The council is on target to deliver its strategic priorities	4 Strategic Priorities on target			1 April 2018

4 FINANCIAL DETAILS / VALUE FOR MONEY

No financial implications.

Table 8: Financial impact of report's recommendations

REVENUE	2016/17	2017/18	2018/19
Addition	£0	£0	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

CAPITAL			
Addition	£0	£0	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

5 LEGAL IMPLICATIONS

5.1 There are no legal implications arising from this report.

6 RISK MANAGEMENT

Table 9: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
Poor performance management processes in place causing a lack of progress towards achieving the council's strategic aims and objectives.	HIGH	Effective reporting, timely information, transparency of reporting and a comprehensive framework that reflects the council's aims and objectives.	LOW

7 POTENTIAL IMPACTS

7.1 An EQIA is not required for this report.

8 CONSULTATION

8.1 The report will be considered by Corporate Services Overview and Scrutiny Panel at their next meeting on 22 June 2017, comments will be reported to Cabinet or the relevant Lead Member.

8.2 As in the Quarter 3 report, Lead Members should expect to go to their relevant O&S panel should their KPIs drop off target for two consecutive quarters as requested by the Corporate O&S Panel. If their relevant O&S decides not to scrutinise the KPI off-target for two consecutive quarters then the Corporate O&S Panel may consider these instead. If the KPI is off-target for a third quarter then O&S Panel Chairmen should consult with the Deputy Lead Member for Policy on a case by case basis about appropriate further scrutiny, though it may be necessary to allow improvement actions to have sufficient time to take effect.

9 TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately

Table 5: Implementation timetable

Date	Details
26 May 2017	Strategy and Performance team to confirm with Head of Service new improvement plan for indicator ACH48
26 May 2017	Strategy and Performance team to review improvement plans for measures previously off target and update the RBWM website with revised plans where appropriate.
26 May – 2 June 2017	Revised Performance Management Framework for 2017/18 to be developed with Heads of Service, Directors and Lead Members.
Ongoing	Continue implementation of Performance Management software InPhase with Directors and Heads of Service.

10 APPENDICES

- 10.1 Appendix A: Quarter 4 2016/17 Performance Management Framework
Appendix B: Performance Infographic Summary

11 BACKGROUND DOCUMENTS

- 11.1 See the following documents for background information

Council Corporate Strategy 2016 – 2020:

https://www3.rbwm.gov.uk/downloads/file/2315/2016-2020_-_corporate_strategy

Council Performance Improvement Plans:

https://www3.rbwm.gov.uk/downloads/download/442/individual_performance_improvement_plans

Previous Quarters' Performance Management Frameworks:

https://www3.rbwm.gov.uk/downloads/download/443/performance_management_framework

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Dudley	Leader of the Council		
Cllr McWilliams	Lead Member for Policy & Affordable Housing	25/04/17	27/04/17
Alison Alexander	Managing Director	27/04/17	30/04/17
Russell O'Keefe	Executive Director	27/04/17	
Andy Jeffs	Executive Director	27/04/17	
Rob Stubbs	Section 151 Officer	27/04/17	
Terry Baldwin	Head of HR	27/04/17	
Mary Kilner	Head of Law and Governance	27/04/17	
Hilary Hall	Deputy Director Strategy and Commissioning	25/04/17	25/04/17

REPORT HISTORY

Decision type: For information	Urgency item? No
Report Author: Anna Robinson, Strategy and Performance Manager, 01628 796264	