

Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Council Performance Management Framework Quarter 2 2016/17
Responsible Officer(s)	Russell O'Keefe, Strategic Director – Corporate and Community Services.
Contact officer, job title and phone number	David Scott, Head of Governance, Partnerships, Performance and Policy, 01628 796748
Member reporting	Cllr Simon Dudley, Leader of the Council and Chairman of Cabinet. Cllr Ross McWilliams, Deputy Lead Member for Policy
For Consideration By	Cabinet
Date to be Considered	24 November 2016
Implementation Date if Not Called In	5 December 2016
Affected Wards	All

REPORT SUMMARY

1. This quarter's performance report takes a new format to reflect the closer focus on the council's progress toward delivering its strategic objectives. Performance as of Q2 2016/17 against the new Performance Management Framework demonstrates that three of the strategic priorities are on target (Residents First, Delivering Together and Value for Money) and one is off target (Equipping Ourselves for the Future).
2. The progress towards delivering the strategic priorities and objectives within the adopted four year Council Strategic Plan 2016-2020 are detailed in Appendix A and summarised in Table 1. There are nine on target, one just short of target, three that are currently off target and one for which data will be available from the next quarter.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Residents can see both "at a glance" and in detail how the council is delivering against its strategic priorities and objectives; improving transparency and accountability to residents	Immediately

2. Quality, efficient, user-focused services for residents through more effective performance management	Immediately
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1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

i. Notes the progress towards meeting the council's strategic priorities and objectives

ii. Requests Strategic Directors in conjunction with the relevant Lead Member(s) and Heads of Service to progress improvement actions for indicators that are off target

iii. Endorses the ongoing work to improve the council's Performance Management Framework

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Improving performance management

- 2.1 The council is committed to on-going improvement and therefore has strong management of performance at the heart of the organisation's drive to secure continuous progress in delivering high quality, efficient, and user-focused services. The council has reviewed its performance management approach over the course of the financial year and this report marks another critical step in that process.
- 2.2 The revised Performance Management Framework (PMF) is the result of collaborative work between lead members and officers. An analysis of the council's strategic priorities and objectives, as set out in the Council's Strategic Plan 2016-20, and consideration of which key performance indicators (KPIs) best demonstrate our delivery of those for residents has been completed (see Appendix A).
- 2.3 The benefits of this approach are a more resident-friendly view of how the council is delivering and an enhanced ability for the council to understand its progress towards its strategic priorities.

Improving analysis and action

- 2.4 A further departure from the former IPMR is improved qualitative analysis. Detailed comments from services about specific areas of underperformance are included, but an improved strategic view is also provided to explain the council's performance overall. To further improve residents' understanding of the council's performance, this report also therefore an Infographic Summary (Appendix B).
- 2.5 Focus in Q3 to strengthen performance management will include more effective benchmarking information. This will facilitate contextual analysis and provide comparisons of how the Royal Borough is doing compared to similar authorities.
- 2.6 In addition to more benchmarking, significant research has been undertaken to increase the automation of the council's performance management systems. This

work will continue in Q3 to further embed effective performance management across the organisation.

- 2.7 This improvement will help the council to achieve its ambition for performance management to not only provide a retrospective view of 'how we have done' but provide business intelligence, insight and forecasting so that it can become far more proactive in ensuring residents receive the best possible service.

Q2 2016/2017 Summary of performance

- 2.8 The new PMF has 69 KPIs. This is an increase on the former IPMR's 24 KPIs. There were however an additional 43 'secondary indicators' in the former IPMR as well as six HR indicators. The new PMF therefore is a similarly comprehensive view of the council's performance (slightly reduced in overall size) but with a streamlined focus and increased relevance for each indicator's inclusion.
- 2.9 The new framework demonstrates that when overall performance of the council's objectives are considered for each of the council's strategic priorities (Residents First, Value for Money, Delivering Together, Equipping Ourselves for the Future) three of the priorities on target and one of the priorities is off target (Equipping ourselves for the Future). See Table 1.

2.10 **Table 1: Performance of Strategic Priorities by overall performance of objectives**

Strategic Priority	Objectives on target	Objectives just short of target	Objectives Off Target	Objectives with data not yet available*
Residents First	3	0	1	0
Value for Money	2	1	0	1
Delivering Together	3	0	0	0
Equipping Ourselves for the Future	1	0	2	0
Total	9	1	3	1

* Data for new KPIs (including baselines and targets) is still to be made available in some cases

- 2.11 Table 2 summarises the performance by Directorate against their individual performance indicators, Table 3 summarises performance by Lead Member / Principal Member. Given the number of new indicators, work is still ongoing with services in a number of cases to determine what meaningful targets can be set. Data for these will provided from Q3. Percentages have for Q2 been calculated based on known performance data only.

2.12 Table 2: Performance of KPIs by Directorate

Directorate	KPIs on target	KPIs just short of target	KPIs Off Target	KPIs with data not yet available*
Adults, Children's and Health	7 (32%)	6 (27%)	9 (41%)	8
Corporate and Community Services	9 (69%)	3 (23%)	1 (8%)	2
Operations and Customer Services	15 (68%)	5 (23%)	2 (9%)	2
Total	31 (54%)	14 (25%)	12 (21%)	12

* Data for new KPIs (including baselines and targets) is still to be made available in some cases

2.13 Table 3: Performance of KPIs by Lead Member / Principal Member

Lead Member / Principal Member	KPIs on target	KPIs just short of target	KPIs Off Target	KPIs with data not yet available*
Cllr Dudley	1			2
Cllr Coppinger	3	3	1	
Cllr Bicknell	3			1
Cllr Cox	3	1		
Cllr Hill	5	4	2	
Cllr D Wilson	1	2	1	1
Cllr N Airey	4	3	3	5
Cllr Saunders	1			
Cllr S Rayner	7			
Cllr Rankin	3	1		
Cllr Targowska			5	3
Total	31 (54%)	14 (25%)	12 (21%)	12

* Data for new KPIs (including baselines and targets) is still to be made available in some cases

Qualitative analysis of Q2 performance by Strategic Priority / Objectives (Table 1):

RESIDENTS FIRST

2.14 There are four objectives 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

2.15 Of these four objectives, the first is the only one which is off target. There are two performance indicators for this objective for which the data is not yet available.

Ensuring every child and young person in the borough is safe and has the opportunity to have an excellent academic and vocational education

- 2.16 The indicators for this objective which are currently off target are ACH4 (% of Children in Care with Personal Education Plans), ACH9 (number of permanent exclusions from schools) and ACH10 (% of care leavers in employment, education or training).
- 2.17 ACH4 is a Service Improvement Objective being closely monitored. There have been a number of new children in care since the end of the last academic year and the first month of the new term who have not yet had a personal education plan. The personal education plans are all scheduled for completion in the autumn term. ACH9 shows an increased in the number of children permanently excluded from schools last year, though corrective action including identifying a wider range of local high needs services to help reverse this trend are in place. ACH10, whilst being off target shows that current performance is moving in the right direction and our percentage of Care Leavers in education, employment or training is above the national average. 13 out of a total cohort of 41 are not in education, employment or training. Seven of these are unable to secure employment or be in education due to disability/long term sickness and a further two are teenage parents.
- 2.18 Areas of good performance for this objective are the numbers of children (0-4) in the eight most deprived areas of the borough registered at children's centres (ACH5); percentage of children identified as being at risk of Child Sexual Exploitation and in receipt of support services (ACH6) with 100% performance in this critical indicator and ACH3 (Percentage of repeat referrals to children's social care within 12 months)..
- 2.19 There are two new measures which will be in place for Q3. These are ACH1 (Timeliness of MASH referral response), ACH2 (% of Children in Need Plans open for longer than 9 months). Work is ongoing to ensure the targets set are meaningful and realistic.

Maintain excellent parks, libraries, sports and leisure facilities ensuring residents have the opportunity to be healthy

- 2.20 Performance against the other Residents First objectives is good. Of particular note when looking at how residents are supported to live healthy lifestyles is residents' satisfaction with the council's parks and open spaces. This is at 81.8% based on customer surveys from this quarter. When compared to last year's annual performance (78%) this shows the council continues to provide residents with excellent outdoor space. Visits to museums and libraries are also above target, as are attendances at the borough's leisure centres.
- 2.21 Of the five Public Health indicators (ACH17, ACH18, ACH19, ACH20 and ACH21) only one is on target is uptake of Health checks, though this is also still below the England average. Performance of the numbers of people quitting smoking in the target cohorts under the new DAAT contract is significantly below target and the Public Health team are proactively working with the provider to address this.

Continue investing in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough

- 2.22 In continuing to invest in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough, the only measure currently off target is the percentage of planning appeals lost (CCS31). Strong performance against both the milestones for the council's regeneration programmes and footfall in the town centres is clear (CCS22 and CCS25). Of further note is the residents' satisfaction with the roads (56.1% as measured by customer satisfaction surveys this quarter and compared to 47% in the annual survey from January). This is always a challenging measure and focus will remain during the winter months to ensure satisfaction remains above target.

Ensure our residents are safe and supported by a skilled workforce

- 2.23 Finally in ensuring our residents are safe and supported by a skilled workforce, performance of time taken to process housing / council tax benefit new claims and change events (OCS36) continues to be exemplary, with the council recently being shortlisted as a finalist in two national awards – Benefits team of the year and most improved team of the year.
- 2.24 There are two amber measures related to adults safeguarding (ACH33 and ACH34), though in considering the performance of our percentage of care homes rated good or outstanding by the CQC, nearly one quarter of the council's care homes are yet to be inspected so performance is expected to shift closer to the target.

VALUE FOR MONEY

- 2.25 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 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
 - 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.
- 2.26 Of these four objectives the first two are on target, the third is just short and the final objective is to be determined as the data is not yet available.

Keeping Council Tax low and reduce our high cost placements in social care

- 2.27 Of the 10 KPIs used to assess the council's performance against this strategic objective, there are two for which data is not currently available (ACH44 and ACH49).
- 2.28 There are two HR indicators showing as red. These have been carried forward from the old performance monitoring report and relate to working days lost to sickness per headcount and the percentage of the council workforce that is agency staff (ACH44b and ACH45). A substantial report on the ongoing work to

bring a number of HR performance issues back on target was presented to the Corporate Services Overview and Scrutiny Panel meeting 19 September 2016 which was endorsed by the panel with respect of its improvement plan.

- 2.29 There are five KPIs that are on target for this objective. Of note is CCS42 Council unit costs compared to other unitary councils (annual measure), demonstrating that the council is the best value for money out of 56 unitary councils in the country as assessed by CIPFA (Chartered Institute of Public Finance and Accounting). Other measures on target include the number of permanent admissions to residential nursing care and new people receiving Telecare.
- 2.30 Good performance in a new indicator to measure the in-house occupancy rate of the borough's foster carers at 90% is also encouraging. The council is making effective use of the its approved foster carers (48 in total, four of which are currently validly unable to accept placements e.g. due to building works or health reasons, and only four approved with no children currently placed with them and only four without placements.)
- 2.31 The sole amber KPI is a new measure in the framework (OCS69) looking at the council's overall success rate in completing projects to the right quality, timescale and budget. The target has been set at 70% and performance is currently at 63%. However, of the 19 projects assessed, two were late by no more than 10% of the time tolerance, three were late by more than 10% of the time tolerance and two exceeded both time and budget. The council has undertaken recent work in its managing of successful projects and this work is being rolled out and should see this measure improve over time.

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

- 2.32 This is the only Value for Money objective currently not on target for which data is available in the new framework. This assessment is based on one measure being on target, one just short and one to be determined. A new measure (OCS54) which will assess how many homes the council directly provides through the use of its land or assets will be in place for Q3. However, with the pace and scale of the regeneration programme (which in itself is on target according to achieving key milestones (CCS22) it is anticipated that once an accurately profiled target has been determined that performance in this area will be good..
- 2.33 Just short of target currently is the council's performance in collecting business rates (OCS57) against an annual target of 98.40%. Performance at the end of this quarter was targeted at 58% but is currently 0.09% short of this due to one significant bill late in September which increased the net collectible debt and reducing the collection rate. Performance is better than the same period last year, though, by 0.52% suggesting no need for any improvement planning at this stage.

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

- 2.34 This outcome will be measured from the next quarter to ensure that the new performance measure (CCS58) which combines both the council's ability to build or create housing through its land, as well as its advice and support functions can

be accurately baselined, profiled and data provided for. This will be a focus for the next quarter report.

Deliver improved customer services and outcomes for residents through the use of existing and emerging technology

- 2.35 There is only one KPI off target for this strategic objective OCS52 Number of people signed up to 'My Account'. This is a new measure for the performance framework and is a new focus and service for the council. To date little promotional work has been done but this will be focused on in the coming quarter and further detail work to drive forward improvement on this measure is in Appendix A.

DELIVERING TOGETHER

- 2.36 There are three objectives for this strategic priority. These are:
- To 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
 - 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
- 2.37 Of these three objectives all are currently 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

- 2.38 The most variable performing objective is the first, regarding bringing out of hours access and customer service becoming closer to the resident. Of the eight KPIs that determine its overall performance, four are on target, two are just short and two are off target.
- 2.39 Those that are off target include OCS52 (discussed above, see 2.34) as this helps to deliver this objective as well as working towards the council's Value for Money strategic priority. The other is OCS60 Percentage of complaints upheld. Performance is currently at 38% against an annual target of 27%. The council's Complaints Policy has recently been refreshed; as a result more complaints are being channelled through the central complaints team giving much greater visibility and transparency to the council's performance in this area.
- 2.40 Good performance in achieving this objective is demonstrated through OCS61 Deliver 8 additional services through libraries by March 2019. This is a new KPI that directly delivers against the aims of this objective and is currently at six new services (see Appendix A for details).

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

- 2.41 In relation to this objective, new measure CCS50 Residents satisfaction with service received from the council is very positive. In the Annual Survey to

residents this was at 61% (January 2016), based on customer surveys this quarter the current actual is 72% against a target of 70%. This will be closely monitored to ensure that the changes being made to service continue to be well received by residents.

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

2.42 Of the three indicators for this objective, two for which the data is available are both on target. The council continues to evidence success in its ability to work with volunteers in supporting council services (CCS65). Furthermore, the council's ability to raise investment over and above its grant funding is healthy with additional funds to support services to date at £764,982.

EQUIPPING OURSELVES FOR THE FUTURE

2.43 There are also three strategic objectives for delivering 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

2.44 Of these three objectives, one is on target, one is just short of target and one is off target so the priority has been marked overall as just short.

Investing in learning and development for our staff and ensure our workforce is multi-skilled

2.45 This objective is off target, with three quarters of the KPIs used to measure its performance underperforming. There is one KPI (new measure) for which data is not yet available. All of the measures relate to HR functions. Staff turnover (voluntary and overall) are off target and, as referenced in 2.27, an improvement plan to tackle a variety of HR issues is already in place. Staff satisfaction levels are also off target (ACH67). The council values its staff, hence the significant focus on them through this objective in the council's strategic plan, and is committed to seeing satisfaction levels improve. Actions to address this include re-launching the Staff Forum.

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

2.46 This objective is off target for quarter two overall, with two KPIs already discussed in this report being off target (% of complaints upheld and number of residents signed up to 'My Account'). With the 'My Account' service in its early stages and when considered against the measure for residents' satisfaction overall (see 2.40) the council is confident that by year end performance against this objective will have improved overall. There is one additional KPI, again a new measure for the PMF, OCS59 Reduction in avoidable contact with the council, which is just short of its target. It is 5% short of its quarterly target and work within the Customer Service team is ongoing with services across the council to seek to reduce this further by the end of the year.

Better use digital and mobile technology and deliver against the council's Transformation Programme

2.47 This is the final objective for the Equipping Ourselves for the Future Strategic Priority and is on target. Currently there are three KPIs which demonstrate the council's performance against this objective; two service focused examples ACH47 New people receiving Telecare and OCS52 Numbers of people signed up to 'My Account'. Telecare is on target whilst work is ongoing in this quarter to ensure the 'My Account' performance improves from its current off target position. With residents' satisfaction, the final KPI through which this objective is being assessed, still on target the council is satisfied that its use of digital and mobile technology and its Transformation plans are on track without significant evidence of adverse reaction from residents to date.

Final comments

2.48 Appendix A includes more detailed commentary against a number of the KPIs (including those not discussed within the body of this report) to enable residents to see even greater detail.

Option	Comments
<p>Endorse the council's revised approach to performance management and the continued evolution of the new performance management framework.</p> <p>This is the recommended option.</p>	<p>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.</p>
<p>Continue with the old approach of performance management reporting.</p>	<p>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.</p> <p>This is not the recommended option.</p>

3. KEY IMPLICATIONS

3.1 With more effective performance management performance overall should improve to enable sharper, more timely focus on those measures that are off target.

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
The council is on target to deliver its strategic priorities	3 or fewer Strategic Priorities on target	4 Strategic Priorities on target			1 April 2017

4. FINANCIAL DETAILS

Financial impact on the budget

4.1 There are no direct financial implications arising from this report.

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the report. Effective performance management will ensure the council is performing in line with its statutory duties.

6. VALUE FOR MONEY

6.1 One of the council's strategic priorities is Value for Money. The performance against this priority has been detailed in this report and in Appendix A demonstrating that the council is overall on target with two of the four objectives on target, one just short and one objective for which data is not yet available.

6.2 The council overall is 1st out of 56 unitary authorities for its unit cost for delivery of all unitary services (CCS42). This demonstrates that as a whole the council is providing excellent value for money.

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None required

8. RISK MANAGEMENT

8.1

Risks	Uncontrolled Risk	Controls	Controlled Risk
Revised PMF does not identify detailed performance variations	Medium	Continued work and consultation with Strategic Directors to ensure relevant indicators are included and PMF modified as a 'live', working document	Low

9. LINKS TO STRATEGIC OBJECTIVES

9.1 The new PMF is directly linked to the performance of all of the council's strategic priorities and objectives as evidenced throughout the report. The new framework enables residents to see at a glance how the council is delivering against each of these, with detail and commentary about aspects of both good performance and performance that is off target.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 An EQIA is not required for this report.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 There are no direct staffing / workforce and accommodation implications arising from the report.

12. PROPERTY AND ASSETS

12.1 There are KPIs linked to how the council is managing its property and assets in line with its strategic priorities (OCS54 and CCS58). These are both new KPIs for which the data is not currently available but for future reports will demonstrate how the council is best using its property and assets to deliver against key objectives for residents.

13. ANY OTHER IMPLICATIONS

13.1 None

14. CONSULTATION

14.1 The report will be circulated to the Corporate Services Overview and Scrutiny Panel for comment. Their comments will be provided to Cabinet for consideration.

15. TIMETABLE FOR IMPLEMENTATION

15.1 Actions drawn from the recommendations and from sections 2.6 – 2.7.

Date	Details

Date	Details
From 5 December	Further use of benchmarking to be added to Q3 report
From 5 December	Further research on automation and use of software to improve efficiency, accuracy and transparency for residents
From 5 December	Strategy and Performance team to confirm with Heads of Service the improvement actions for KPIs off target and monitor performance of these within Quarter 3.

16. APPENDICES

- Appendix A: Council's Q2 2016/2017 Performance Management Framework
- Appendix B: Performance Infographic Summary

17. BACKGROUND INFORMATION

- Council Strategic Plan 2016-20
- IPMR Q1 Cabinet Report, June 2016.
- IPMR – HR Indicators, Corporate Services Overview and Scrutiny, 19 September 2016

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Dudley	Leader of the Council	24/10/16	24/10/16	
Cllr McWilliams	Lead Member for Policy	21/10/2016	21/10/2016	Comments included
Russell O'Keefe	Strategic Director Corporate and Community Services	21/10/2016	21/10/2016	Comments included
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	24/10/16	24/10/16	Comments included
Simon Fletcher	Strategic Director Operations and Customer Services			
Rob Stubbs	Head of Finance			Comments included

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
External				

REPORT HISTORY

Decision type:	Urgency item?
Non-key decision	No

Full name of report author	Job title	Full contact no:
Anna Trott	Strategy and Performance Manager	01628 796264