

CABINET

20 June 2017

Title: Corporate Delivery Plan 2016/17 – Quarter 4 Performance Reporting	
Report of the Cabinet Member for Corporate Performance and Delivery	
Open Report	For Decision
Wards Affected: All	Key Decision: No
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Accountable Director: Tom Hook, Director of Strategy and Programmes	
Accountable Strategic Director: Claire Symonds, Chief Operating Officer	
Summary: <p>The Corporate Plan 2016/17 is a key document to ensure the Council has a co-ordinated approach to delivering the vision and priorities, and makes best use of the resources available. Key Performance Indicators (KPIs) have been developed to monitor performance against the priorities and frontline services.</p> <p>Progress is reported quarterly to CPG and Cabinet and every six months to the Public Accounts and Audit Select Committee (PAASC). An in-depth focus on performance takes place at the new Performance Challenge Sessions held quarterly, with areas of concern scrutinized on a monthly basis.</p> <p>The performance framework for 2016/17 consists of KPIs and Key Accountabilities for each Member portfolio to form the basis of corporate performance monitoring. The framework sets out what needs to be monitored in the year ahead whilst acknowledging that a new framework will be required by 2018/19 as the Council moves further towards becoming a commissioning based organisation.</p> <p>This report provides an update on performance at the end Quarter 4 of 2016/17 against the Key Performance Indicators (KPIs) and Key Accountabilities, with the inclusion of some provisional data. A further, final 2016/17 outturn report, will be presented to Cabinet following the submission and sign-off of statutory returns.</p>	
Recommendation(s) The Cabinet is recommended to:	
(i) Note progress against the Key Accountabilities as detailed in Appendix 1 to the report;	
(ii) Note performance against the KPIs as detailed in Appendix 2 to the report; and	
(iii) Agree any actions to address areas of deteriorating performance.	

Reason(s)

The vision and priorities were agreed by Assembly in September 2014. They reflected the changing relationship between the Council, partners and the community, and the Council's role in place shaping and enabling community leadership within the context of a significantly reducing budget.

This Quarter 4 report provides an update of our performance between 1st April 2016 and 31st March 2017. It gives Members the opportunity to review the progress made over the past year towards achieving the vision and priorities, consider organisational performance, celebrate improvements, tackle areas of poor performance, and learn lessons from areas of good practice.

1. Introduction

- 1.1 The Council's vision and priorities were developed and agreed by Assembly in September 2014. The Corporate Plan 2016/17 was an important part of ensuring the Council had a clear focus on delivering the vision and priorities for Barking and Dagenham. The Plan has allowed the Council to make best use of limited resources in areas that will make the greatest difference in achieving the overall vision and priorities.
- 1.2 The Corporate Plan has been a key part of the Council's overall 2016/17 performance framework and 'golden thread' which links the vision and priorities through to the key accountabilities and indicators, business plans, team work programmes and individual objectives in appraisals. It was developed in order to ensure that the Council's contribution to achieving the priorities was proactive, co-ordinated, resourced in line with the MTFS and monitored so that Members and residents could see progress.
- 1.3 All 2015-2017 business plans were completed and detail key service priorities linked to the corporate priorities, deliverables, actions services will take (with timescales) and resources to take forward the priorities in the corporate plan.
- 1.4 To complete the golden thread, all staff have an annual appraisal (with a formal six-monthly review). Through this process, performance in the last year is reviewed and objectives set for the year ahead. Individual objectives are set based on business plans, thereby ensuring all staff are focused on priorities. Staff are also assessed against competencies based on the values, on the basis that success depends on the way they go about their job as much as what they do. Individual learning and development needs are also identified through this process.
- 1.5 Alongside a formal appraisal, all staff should have regular supervision or one-to-ones. This enables performance to be monitored and issues addressed. The aim is to help people maximise their performance, but there are formal capability processes should there be consistent under-performance.

2 “What we will deliver” - 2016/17 Key Accountabilities

- 2.1 In the development of the Corporate Plan, a number of Key Accountabilities were identified that linked to the Council delivering the vision and priorities as well as service delivery over the year ahead.
- 2.2 The Key Accountabilities (Appendix 1) are a key element of the corporate performance framework and have been reported to CPG, Cabinet on a quarterly basis and at PAASC every 6 months. They have also been used to aid discussions at the quarterly Performance Challenge Sessions.

3 Key Performance Indicators 2016/17

- 3.1 This report provides an update at Quarter 4 on the key performance indicators for 2016/17 (Appendix 2), with the inclusion of some provisional data. A final outturn report for 2016/17 will be presented to Cabinet during 2017/18, following the submission and sign-off of statutory returns.
- 3.2 For 2016/17, in-year targets were introduced (where relevant) to take into account seasonal trends / variations. Previously, progress has been reported based on the end of year target which can result in an indicator being RAG rated inaccurately during the year. By introducing in-year targets, it has been easier to identify progress that is needed at each quarter to ensure performance remains on track to reach the overall target for the year.
- 3.3 We know that despite aiming to set a balanced budget for 2016/17, there were further savings required and although we believed we had the resources available to deliver the priorities we have had to ensure that we could remain efficient by maximising the opportunities to be digital by design, manage demand for services, generate income and adopt new ways of working through community hubs and a new relationship with the voluntary sector and the community. This is in line with the direction of travel of many local authorities.

4 Performance Summary - Key Performance Indicators

- 4.1 The key performance indicators focus on high-level areas of importance and have allowed Members and officers to monitor performance in those areas. In addition to these corporate indicators, services may have service level indicators which have provided a more detailed picture of performance monitored locally.
- 4.2 A detailed breakdown of performance for Quarter 4 2016/17 (1st April 2016 – 31st March 2017) is provided in Appendix 2.
- 4.3 Those indicators which have seen a significant improvement or may be an area of concern have been included in the body of this report.
- 4.4 In order to report the latest performance in a concise manner, a number of symbols are incorporated in the report. Please refer to the table below for a summary of each symbol and an explanation of their meaning.

Symbol	Detail
↑	Performance has improved when compared to the previous quarter and against the same quarter last year
↔	Performance has remained static when compared to the previous quarter and against the same quarter last year
↓	Performance has deteriorated when compared to the previous quarter and against the same quarter last year
G	Performance is expected to achieve or has exceeded the target
A	Performance is within 10% of the target
R	Performance is 10% or more off the target

- 4.5 Of all the corporate priority indicators which are reported, the following table provides a summary of performance. The table provides the direction of travel since the same time last year (since Quarter 4 2015/16). This should be considered in the context of significant budget reductions and our continuation to improve services.

Direction of travel against Quarter 4 2015/16			
↑	↔	↓	N/A
20 (50%)	0 (0%)	14 (35%)	6 (15%)

- 4.6 The following table provides a summary of the number of indicators with either a Red, Amber or Green rating, according to their performance against target.

RAG Rating against target			
G	A	R	N/A
18 (45%)	8 (20%)	7 (17.5%)	7 (17.5%)

5 Key Performance Indicators – Rated Not Applicable (n/a)

- 5.1 At Quarter 4, a number of indicators have been allocated a Direction of Travel, or RAG Rating of 'Not Applicable'. The reasons for which are set out in the tables below.

Reason for Not Applicable Direction of Travel	Number of indicators
New indicator for 2016/ 17 or previously reported annually	3
Good performance neither high or low / no target required	3

Reason for Not Applicable RAG rating	Number of indicators
New indicator for 2016/17 so no target set	1
Good performance neither high or low / no target required	5

6 Focus on Performance

6.1 For Quarter 4 2016/17 performance reporting, focus has been given to a small selection of indicators where performance has either greatly improved or has shown a deterioration over the past year. It is hoped that by focusing on specific indicators, senior management and Members will be able to challenge performance and identify where action is required moving forward into 2017/18.

6.2 Improved Performance

6.2.1 KPI 32 – The average number of days lost due to sickness absence

6.2.2 There has been a decrease in the average sickness absence for Quarter 4 to just above the council's target. Detailed analysis has identified a gradual downward trend since October 2016 as opposed to a sudden decrease which evidences that the impact of the sustained efforts over the past 12 months in managing absence are now beginning to have an impact upon the yearly BVPI figure.

6.2.3 Although we are now seeing greater compliance with policy and more rigorous management of sickness absence, which is resulting in a sustained reduction in absence levels, it will be up to 12 months before this is reflected in their sickness record under the Best Value Performance Indicator calculation.

6.2.4 A new round of sickness briefing sessions have been scheduled over the next couple of months to support new managers that have not previously attended as well as provide additional support to service areas where high levels of sickness are still present. These sessions will run in a similar format to the previous sessions held in 2016 which have proved to be well received and successful.

6.2.5 In Q4, we have begun issuing the bi-monthly compliance reports which have been well received and have helped highlight areas non-compliance with the sickness management procedure and policy. The next edition will be published in early May and we will work with managers to develop action plans to identify any areas of concern. We are also relaunching mandatory health checks where employees exceed the council sickness standards.

6.2.6 Analysis shows that a significant number of staff – just under 2000 have had no absence over the last 12 and our scrutiny of the data will continue to ensure that we target resources on the areas where interventions are required. New hotspots have been agreed and action plans are being developed in these areas.

- 6.2.7 A workplace flu immunisation programme has been completed and higher levels than in 2015/16 were achieved. The Council has been accredited with the Mayor of London Healthy Work Place award at commitment level. We are working on actions which should help us to reach achievement and excellence level. These actions will all continue to promote good health and wellbeing within the workplace
- 6.2.8 **KPI 24 – The percentage of 16 to 18 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations (new measure replacing 16-18 NEET KPI)**
- 6.2.9 This year our final Nov-Jan figures are 6.6% compared to 8.5% last year and within 10% of last year's national figure. Comparative national data for 2016/17 is due to be published shortly. The RAG rating will be adjusted once national data on this measure is published by the DfE.
- 6.2.10 Several ESF programmes targeting our NEETs have begun and contact details of our NEET young people have been shared with all contracted providers under a data sharing agreement.
- 6.2.11 To reduce unknowns, we have signed Data sharing agreements with the National Apprenticeship Service and are taking part in a programme to match our unknowns with the national FE database of Individual Learning Records (ILRs). In January 2017, a member officer workshop was held to develop a shared understanding of the current position and consider together how we might tackle this with a view to getting more young people on a positive path.

6.3 **Areas for Improvement**

- 6.3.1 **KPI 17 – The number of successful smoking quitters aged 16 and over through cessation service**
- 6.3.2 From April to March there were 717 quitters. As 71.7% of the annual target was met, this performance measure has been RAG rated Red for 2016/17.
- 6.3.3 However, figures continue to show an improvement in performance on the previous year; the number of quitters is 158 higher than at March 2015/16.
- 6.3.4 Pharmacy continues to have the highest number of quits (287 quits), followed by Tier 3 (281) and then General Practice (148). There is variation in the number of quitters across general practice and this needs to improve further. The portfolio holder and corporate director are meeting with the CCG lead officer to review current progress and to address next steps.
- 6.3.5 Though the figures show a modest increase in quits since previous figures, recent data shows a greater increase in numbers setting a quit date.
- 6.3.6 Tier 3 continue to support GP practices. In consultation with public health this support for practices is being addressed in 3 waves and prioritised per practice prevalence and paucity of activity.

- 6.3.7 This measure will continue to be monitored as a key performance indicator in 2017/18, to ensure that the increase in the number of quitters continues to move in the right direction.

7 Consultation

- 7.1 Corporate Performance Group (CPG) and departments (through Departmental Management Teams) have informed the approach, data and commentary in this report.

8 Financial Implications

Implications completed by: Kathy Freeman, Finance Director

- 8.1 There are no specific financial implications as a result of this report; however, in light of current financial constraints it is imperative that Officers ensure that these key performance indicators are delivered within existing budgets. These budgets will be monitored through the existing monitoring process to identify and address potential issues and also any benefits as a result of improved performance on a timely basis.

9 Legal Implications

Implications completed by: Dr. Paul Feild, Senior Corporate Governance Solicitor

- 9.1 Assembly agreed the vision and priorities in September 2014. The responsibility for implementing them rests with Cabinet. The delivery of these will be achieved through the projects set out in the delivery plan and monitored quarterly. As this report is for noting, there are no legal implications.

10 Other Implications

- 10.1 **Risk Management** – There are no specific risks associated with this report. The corporate plan report and ongoing monitoring will enable the Council to identify risks early and initiate any mitigating action. The Council's business planning process describes how risks are mitigated by linking with the corporate risk register.
- 10.2 **Contractual Issues** – Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 10.3 **Staffing Issues** – There are no specific staffing implications.
- 10.4 **Customer Impact** – The vision and priorities give a clear and consistent message to residents and partners in Barking and Dagenham about the Council's role in place shaping and providing community leadership. The key accountabilities and KPIs monitored allow the Council to track delivery ensuring resources and activity are effectively targeted to help achieve the vision and priorities.

There are no specific customer impact issues to consider as a result of this report. The report highlights issues relating to performance, either good or bad, which may have an impact on the service received by customers and as such this contributes towards addressing underperformance and in turn improving service delivery.

- 10.5 **Safeguarding Children** - The priority **Enabling social responsibility** encompasses activities to safeguard children in the borough and is delivered through the Local Safeguarding Children Board and Children's Trust. The Council monitor a number of indicators corporately which relate to Children's safeguarding. By doing so the Council can ensure it continues to discharge its duties.
- 10.6 **Health Issues** - The priority **Enabling social responsibility** encompasses activities to support the prevention and resolution of health issues in the borough and is delivered through the Health and Wellbeing Board. The borough has a number of health challenges, with our residents having significantly worse health outcomes than national averages, including lower life expectancy, and higher rates of obesity, diabetes and smoking prevalence. Although delivery of health services is not the responsibility of the Council, together with health partners the Council is committed to tackling the health issues prevalent in the borough.
- 10.7 **Crime and Disorder Issues** - The priority **Encouraging civic pride** encompasses activities to tackle crime and disorder issues and will be delivered through the Community Safety Partnership. Whilst high level indicators provide Cabinet with an overview of performance, more detailed indicators are monitored locally. Data for the borough shows that Barking and Dagenham is a relatively safe borough with low crime. There is some work for the Council and partners to do to tackle the perception of crime and safety.

Public Background Papers Used in the Preparation of the Report:

- Corporate Plan 2016/17 (<http://moderngov.barking-dagenham.gov.uk/documents/s105904/Appendix%201%20-%20Corporate%20Plan%202016-17.pdf>)

List of appendices:

- **Appendix 1:** "What we will deliver" – Progress against Key Accountabilities 2016/17
- **Appendix 2:** Key Performance Indicators – Latest Performance