

CABINET

20 September 2016

Title: Corporate Delivery Plan 2016/17 – Quarter 1 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 Divisional Director: Tom Hook, Strategy and Programmes Director	
Accountable Director: Jonathan Bunt, Strategic Director for Finance and Investment	
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 will be 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 will take place at the new Performance Challenge Sessions to be held quarterly, with areas of concern to be scrutinized on a monthly basis.</p> <p>A new interim performance framework for 2016/17 has been developed with 40 KPIs and Key Accountabilities for each Member portfolio to form the basis of corporate performance monitoring. The interim framework sets out what needs to be monitored in the year ahead whilst acknowledging that a new framework for 2017/18 will be required as the Council moves further towards becoming a commissioning based organisation.</p> <p>This report provides the first update (Quarter 1) of 2016/17 against the Key Performance Indicators (KPIs) and Key Accountabilities which were agreed by Cabinet.</p>	
Recommendation(s) <p>The Cabinet is recommended to :</p> <ul style="list-style-type: none">(i) Note progress against the Key Accountabilities as detailed in Appendix 1 to the report;(ii) Note performance against the key performance indicators (KPIs) as detailed in Appendices 2 and 3 to the report;(iii) Agree an approach for reported KPIs rated as 'Not applicable';	

- (iv) 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 1 report provides an update of our performance between April and June 2016. It gives Members the opportunity to monitor progress 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 is an important part of ensuring the Council has a clear focus on delivering the vision and priorities for Barking and Dagenham. The Plan allows 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 is 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 has been developed in order to ensure that the Council's contribution to achieving the priorities is proactive, co-ordinated, resourced in line with the MTFS and monitored so that Members and residents can 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 delivery 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 will be 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 coming year.

- 2.2 This is the first update against delivery of the Key Accountabilities (Appendix 1). They are a key element of the corporate performance framework and will be reported to CPG, Cabinet on a quarterly basis and at PAASC every 6 months. They will also be 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 1 on the key performance indicators for 2016/17, with additional commentary for those indicators which have been allocated a Red RAG rating according to their performance against target.
- 3.2 Reporting against the Key Performance Indicator is divided into two sections:
- Update on the Key Performance Indicators (Appendix 2)
 - Key Performance Indicators – Commentary on Red RAG (Appendix 3)
- 3.3 We also know that despite aiming to set a balanced budget for 2016/17, there are further savings required and although we believe we have the resources available to deliver the priorities at present we must look forward to ensure we are as efficient as we can be 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.
- 3.4 For 2016/17, in-year targets have been 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 rating inaccurately during the year. By introducing in-year targets, it is much easier to identify progress that is needed at each quarter to ensure performance is remaining on track to reach the overall target for the year.

4 Performance Summary - Key Performance Indicators

- 4.1 The key performance indicators focus on high-level areas of importance and allow Members and officers to monitor performance in those areas. In addition to these corporate indicators, services may have service level indicators which provide a more detailed picture of performance monitored locally.
- 4.2 A detailed breakdown of performance for Quarter 1 2016/17 (April – June 2016) is provided in Appendix 2.
- 4.3 A number of indicators which have seen a significant improvement or may be an area of concern have been included in the body of this report. Commentary on all indicators which are RAG rated Red is provided in Appendix 3.
- 4.4 In order to report the latest performance in a concise manner, a number of symbols have been 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 1 2015/16). This should be considered in the context of significant budget reductions and our continuation to improve services.

Direction of travel against Quarter 1 2015/16			
↑	↔	↓	N/A
13 (32.5%)	0 (0%)	12 (30%)	15 (37.5%)

- 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
13 (32.5%)	9 (22.5%)	6 (15%)	12 (30%)

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

- 5.1 At Quarter 1, 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 RAG rating	Number of indicators
Annual Indicator – No information to report against	6
Quarter 1 data not yet available – No information to report against	2

Target to be determined (some of those KPIs that require targets are included in the annual indicator count)	4
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Reason for Not Applicable Direction of Travel	Number of indicators
Annual Indicator – No information to report against	6
Quarter 1 data not yet available – No information to report against	2
New performance indicator for 2016/ 17 or previously reported annually.	6
Good performance neither high or low / no target	1

5.2 With a large number of indicators rated 'Not Applicable' Cabinet may wish to consider how these KPIs should be reported in subsequent reports. For those indicators where quarterly information is delayed, but monthly data available, the latest information could be reported.

5.3 It may be decided that annual indicators be excluded from quarterly reports, to ensure focus remains on current performance.

5.4 Further work to be carried out on ensuring all KPIs have targets set, where possible.

6 Focus on Performance

6.1 For Quarter 1 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. 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 during the year.

6.2 Improved Performance

6.2.1 KPI 7: The weight of waste recycled per household (kg)

The direction of travel in quarter 1 is higher when compared to the previous year quarter 1 by 18kg. The green waste tonnages got to a good start this year when compared to last year. The capture recycling at the backend of the Mechanical and Biological Treatment plant at Frog Island also improved by 4.2% (following fire damage last year).

Robust ELWA waste data monitoring to ensure waste tonnages are allocated to the correct waste types also played a key part in improvement of this indicator. This is part of the ELWA contract monitoring Service Level Agreement now in place with LBBD, effective April 2016.

6.2.2 KPI 30: The average number of days taken to process Housing Benefit / Council Tax Benefit change events

The performance against this target has improved due to the implementation of new processes, and due to additional resource being allocated to the tasks.

Whilst volumes remain high due to various welfare reform impacts, the service has now stabilised the processing times, and is consistently now achieving or exceeding this target.

6.3 Areas for Improvement

6.3.1 KPI 24: The percentage of 16 to 18 year olds who are not in education, employment or training (NEET)

The proportion of NEETs has risen +0.9% to 6.8% compared with last year's figure of 5.8%, whilst the proportion of unknowns in Barking and Dagenham fell by 1.1% over the same period. The DfE has confirmed that from September 2016 NEETs and Unknowns will be reported and published as a joint figure for Year 12 and 13 (academic age 16 and 17) only. From September, the performance dataset for CPG will be reviewed in light of DfE changes with regards to NEETs and Unknowns.

Actual average numbers of NEETs has risen from 450 to 516 (+66) over the period although the number of unknowns has fallen in the same period on average from 581 to 495 (-86). An estimated 30-40 of the rise in NEETS can be attributed to the success in tracking NEETs who were unknown.

14-19 Team was forecast to overspend by at least £60k in 2015-16. Action taken to achieve a balanced budget.

Actions being taken to improve performance are:

- 14-19 Participation Plan reviewed, including new actions to drive down NEETs. Action is being taken to address individual underperformance in NEET Adviser Team.
- Additional youth work resource transferred across to team. NEET Tracking Team to additionally support with NEET advice from first week in May, with amendments made to JDs.
- Year 11 mentoring programme established, including specific Year 11 mentoring programme for LAC to ensure transition to Year 12. Specific leaflets being provided to all schools for GCSE and A-level results days, including provision of numerous extra drop-in careers advice sessions for young people.
- National Apprenticeship data is now being processed monthly to maintain accuracy of the data. A planned cut of the ILR data from DfE twice yearly in December and June will further improve accuracy of the data.
- Data sharing agreement now signed with Job Centre Plus to allow for better data sharing around Year 14s. Work with Barking and Dagenham College is ongoing regarding more comprehensive early leaver information for early follow up.
- Access Europe Programmes (ESF) resulted in large extra investment into NEET prevention and reduction from July 2016 across 8 different strands for two years. IYS is a delivery partner for Targeted NEET strand (22 young people) and is now meeting with all other providers to facilitate successful programmes and avoid duplication.
- Providers Forum established, bringing together a network of 25 providers of NEET and pre-NEET services and working well. Links are being made with specific providers e.g. promotion of Logistics Apprenticeships through South Essex college. NEET Provider directory published.

6.3.2 **KPI 32: The average number of days lost due to sickness absence**

The Quarter 1 sickness levels have seen for the third quarter a decrease in average sickness levels. Although we are not meeting our target, it is an encouraging improvement, reflecting the impact of a range of interventions. It will take some additional time for the target to be met and maintained.

An HR project group meets weekly to review data, highlight issues and review improvements in absence levels.

Work continues with the hotspot areas. Bradford Factor monitoring and costs of absence have been provided to help managers to prioritise.

Mandatory briefing sessions for all managers have started, and include the following:

- Leadership level introduction and confirmation of the firm but fair approach
- Key performance information
- Reminder of the points to act under the procedure, and the roles and responsibilities of managers
- Case studies on the use of the procedure
- Practical session involving tools for managing absence including the new Oracle dashboard and e-learning.
- Support and how to prevent or reduce absence.

It is expected that the briefings will see a reduction in levels by December 2016.

Trigger related mandatory health and wellbeing checks are in place targeted at those who have recently reached the trigger of more than three occasions, rather than those with longer term absence. This provides a one-to-one consultation with occupational health to explore a number of health and wellbeing issues and concerns, leading to an individual action plan.

A project looking at issues surrounding muscular-skeletal absence will be undertaken shortly.

7 Consultation

- 7.1 The 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, Divisional Director Finance

- 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 Field, 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 delivery plan 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.
- 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.
- 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.
- 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.

Public Background Papers Used in the Preparation of the Report: None

List of appendices:

- **Appendix 1:** "What we will deliver" – Progress against Key Accountabilities 2016/17
- **Appendix 2:** Key Performance Indicators – Latest Performance
- **Appendix 3:** Key Performance Indicators – Commentary on Red RAG indicators