

Decision maker: Governance and Audit and Standards Committee
Date: 27th June 2013
Subject: Performance Management Update
Report by: Jon Bell, Head of HR, Legal and Performance
Wards affected: N/A
Key decision (over £250k): N/A

1. Summary

- 1.1 This performance report updates members on work in relation to corporate performance monitoring since the last reporting period, with a specific focus on work around value for money provided by the authority.

2. Purpose of report

- 2.1 To outline to members the work being undertaken around corporate performance management and proposals for future development.

3. Recommendations

3.1 The Governance and Audit Committee are asked to note the report and comment on:

- a) The further work proposed in section 5, with a specific focus on issues of Value for Money, as in paragraph 5.4.

4. Context

- 4.1 The organization has spent a period of time reflecting on the arrangements that it will require to discharge corporate performance management responsibilities in the light of changes to national monitoring arrangements, as well as changes in the local landscape, including the review of risk management arrangements.
- 4.2 In the autumn, Strategic Directors agreed that the bedrock of performance monitoring should be service business plans. It was agreed that these would be robustly monitored at service level and through the management relationship between Heads of Service and Strategic Directors. At a corporate level, plans would be distilled to a set of core issues which would form the basis of quarterly performance monitoring. These requirements were:
- a statement of the way in which the service will contribute to shaping the great waterfront city
 - the 5-7 most critical things the service will deliver in the coming year
 - the key KPIs for the service
 - any other requirements from their Strategic Director (for example, risks)

4.3 Service heads also asked to summarise their service approach and judgements around Value for Money, according to a set of lines of enquiry set out by SDB:

- why have we defined issues as the key outcomes; who are the customers? and how have they helped shape these outcomes?
- how well are we delivering on them - what's the evidence?
- how cost-effective is the delivery? What's the evidence?
- how does this compare with others? What's the evidence?
- where could improvements be made? What's the plan for making these improvements?

4.4 A process has now been followed which has seen almost every service head present their plans and Value for Money work so far to SDB. It has been agreed that each service Head will be asked to report against their presentations on a quarterly basis, to enable further development of key issues, rigorous challenge and appropriate support to be provided. It has been acknowledged through previous work on developing a rounded approach to performance monitoring that the opportunities for exchanging information and learning through performance discussions are rich. A format for presentation of this information is in development, building on successful work carried out with the Children's Trust Board.

5. Areas of development emerging from the model

5.1 As a result of discussions, a set of corporate performance indicators has started to emerge. These are attached as Appendix One, and it has been agreed that these will be subject to further development (including analysis of appropriate comparators) throughout the quarterly performance cycle.

5.2 There were a number of common themes and issues which emerged and these will also be explored more throughout the monitoring cycle. These included:

- The need to strengthen the messages around the great waterfront city goal, and ensure that everyone can understand how they contribute to what the organisation is trying to achieve.
- The need to ensure that services are working together and achieving maximum impact on cross-cutting issues, such as sustainability, raising expectation, tackling poverty or more internally focused areas such as corporate transformation
- The need to be clear on our future programme for transformation
- The need to reconcile short-term pressures and solutions with longer-term development - how do we approach issues such as workforce development or partnering to resolve some of these challenges?
- The view of the customer - this emerges as a strategic gap with no overarching framework for understanding customer perception, and a need to strengthen the use of complaints as a source of intelligence about service quality and performance (this has long been a concern of this committee). We heard about the NHS aspiration to a "Making every contact count" model, and need to think about this in our context? How

do we make the next step from "channel shift" in terms of interaction and transaction to a different relationship with the customer focused on personalisation, choice and empowerment?

- The link and relationship between outward-facing services and the corporate services

5.3 It was agreed that these are significant areas of development, which will be pursued throughout the next quarter.

5.4 In relation to issues of Value for Money, strategic directors reinforced that it is legitimate and reasonable for questions to be asked in respect of the relative levels of performance being achieved by services for the money spent, and that comparative data is a helpful way of understanding this issue. There are clearly difficulties with some of the benchmarking data available, namely that we are not comparing like for like, and particularly that it is hard to find similar areas of provision around discretionary services. Nonetheless, it was agreed that further work should be done in this area with an aim to help inform future budget discussions, and that in the absence of alternative credible information and judgement from services, the data available in the CIPFA Value for Money toolkit should be presented. It was noted that information about service cost and performance over time would in itself provide a valid point of comparison. Outcomes of VFM work will be presented to G&A&S committee in the coming months

6. Equality impact assessment (EIA)

6.1 An Equality Impact Assessment will be maintained alongside the development of the new framework to ensure that full consideration is given to equality issues.

7. Legal Implications

7.1 The report has incorporated legal implications and accordingly there are no other immediate legal implications arising from this report

8. Head of finance's comments

8.1 There are no financial implications to bring to member's attention at this stage. However, it should be noted that there could be further financial implications following further exploration of any of the performance issues raised in this report, and related future reports could result in financial implications. These will be flagged to members at the appropriate time.

.....
Signed by: Jon Bell, Head of HR, Legal and Performance

Appendices: Appendix 1 - measures from summarised business plans

Background list of documents: Section 100D of the Local Government Act 1972

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location
1-Reports to, and minutes of, SDB meetings	Strategy Unit
2-Summary business plans	Strategy Unit

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by Governance and Audit Committee on 27th June 2013.

.....
Signed by:

Appendix 1 - measures from summarised business plans

HR, Legal and Performance Service

- measures of client satisfaction (tbc)
- Completion of annual audit plan
- Savings delivered through category management
- Procurement compliance
- SLA compliance
- Staff sickness rate
- Completion of key projects
- Redeployment rates
- Evaluation mechanisms

Transport and Environment

- Deaths and serious injuries on Portsmouth's roads
- Council carbon emissions
- Sports participation
- Household waste recycling

Revenues and Benefits

- Council Tax in year collection at 95%
- Council Tax ultimate collection rate 98.5% for years to 2012; 97.6% from 2013
- Non-domestic rates (NDR) in year collection at 98.5% (Business Rates income has increased from £72.8 million in 2009/10 to £82.4 million in 2012/13)
- NDR ultimate collection rate 99%
- Housing Benefit (HB) Subsidy recovery rate of 98.37% (Housing Benefit payments have increased from £92.7 million in 2009/10 to £105.9 million in 2012/13)
- £0 subsidy loss due to Local Authority error overpayments
- Local Taxation processing accuracy at 96%
- Local Taxation processing average cycle time of 10 days
- Benefit processing accuracy at 95%
- Benefits processing average cycle time of 15 days (Benefit calculations have increased from 70,000 in 2009/10 to 105,000 for 2012/13)

Corporate Assets, Business and Standards

- Increased revenue from investment property assets
- New affordable homes provided that meet the aims of the Portsmouth Plan (Core Strategy) and the Local Investment Plan
- Homes improved and made more environmentally friendly
- Prevention and resolution of environmental health issues arising from commercial premises
- Outcomes from Trading Standards interventions on illegal trading
- People supported to acquire skills for work and move into sustainable employment

Community Safety

- To reduce all crime
- To reduce the level of arson and criminal damage
- Reduce the number of alcohol related hospital admissions
- Maintain the level of repeat incidents of domestic abuse subject to Multi agency risk assessment conference (MARAC)
- Increase by 2% the number of successful treatment completions
- Reduce the reconviction rates for offenders subject to interventions for alcohol (8%), drugs (8%) and domestic abuse (80% of offenders not to reoffend)
- Meet the required timescales for the issue of licences
- Provide timely and effective responses to incidents and emergencies

Public Health

- Reduce the difference in life expectancy between the most and least deprived areas of the City.
- Reduce number of children living in poverty particularly in deprived areas of the City.
- Reduce the overall smoking prevalence in adults in line with national average rates.
- Reduce alcohol related hospital admissions to the England average by 2018.
- Reduce childhood obesity in year R and 6 to initially come in line with the national average and then supersede it.
- Increase those successfully completing drug treatment
- Improve self-reported well-being in Portsmouth
- Reduce the number of under 18 conceptions to 30/1,000 by March 2014.
- Sustain the current increasing trend in uptake rates of childhood immunisations and flu vaccination in eligible population groups
- Reduce excess winter deaths

Education and Strategic Commissioning Business Plan

- Improve KS2 outcomes
- Improve KS4 outcomes
- Increase numbers of good/outstanding schools (80% by July 2014)

Customer, community and democratic services

- Increase by 5% the proportion of staff who feel well-informed and proud to work for the council
- Achieve 90% take-up of media releases
- Achieve at least 90% customer satisfaction with City helpdesk (CHD), Communications, Graphic Design and Registrars
- Achieve equivalent advertising value of at least £750k
- Increase online transactions (with cross-reference to reduction in contact via CHD) by 10% by 2015
- 98% of Equality Impact Assessments completed
- 100% of consultation activity used in commissioning and policy decisions
- Remain in the top percentile for registrar's activity
- Generate £150k of graphic design revenue
- Compile a database of at least 1000 customers for advertising and sponsorship